



**UNIVERSITATEA DE ȘTIINȚE AGRICOLE ȘI MEDICINĂ VETERINARĂ
„ION IONESCU DE LA BRAD” DIN IAȘI**

University of Applied Life Sciences and Environment



SELF EVALUATION REPORT



**IASI,
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1. INTRODUCTION

The institutional evaluation activity of the “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi, conducted by the European University Association (EUA) takes place in the context of the reforms of the European and Romanian educational system according to the Bologna process and the National Law of Education no.1/2011, respectively. The Romanian legislation requires that the universities’ national classification process should be followed by an institutional evaluation, activity performed by an international specialized and accredited structure. In order for this evaluation process to take place, MECS (The Ministry of Education, Research, Youth and Sport) through the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI) selected the European University Association to conduct this activity.

The representatives of the University of Agricultural Sciences and Veterinary Medicine of Iasi answered the invitation of the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI) and took part at the meeting with the representatives of the European University Association (EUA), organized in Bucharest on January 10th, 2012. They also attended the meeting organized on May 25th, 2012 at UMF Bucharest where it was held a training dedicated to the familiarization with the specific self-evaluation methodology in higher education.

Subsequently, the University’s rector signed a Memorandum and a Registration form and named the contact people responsible with the relation with the secretariat of the Institutional Evaluation Programme (IEP).

On June 24th 2012, the University’s Senate was informed about the international institutional evaluation process as well as about the requirements of the *Institutional Evaluation Programme (IEP) - Performance in research, Performance in teaching - Quality, Diversity and Innovation in Romanian Universities - Guide for institutions, May 2012*.

For assuring certain coherence to the self-evaluation activity, the Board of directors reunited on May 28th 2012, appointed a work group whose role was to coordinate the entire process and to write a specific report according to the directing lines of the Institutional Evaluation Programme (IEP).

The team appointed by the Board of directors is composed of:

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It was considered that the work group should be formed by professors in key positions from all the Faculties and consequently, capable of assessing the strengths, weaknesses, opportunities and threats of each Faculty, so after analysing them, they could suggest to the University’s governing board the most appropriate solutions for a future development strategy.



The self-evaluation report made for the period May 2012 - October 2012 by the designed team reflects the results of the activity performed inside the university by the institutions' management team.

The data presented in this report were gathered in collaboration with all the University structures, faculties, academic departments, secretariats, administrative departments and services. The data were analysed by the self-evaluation team during the consultation and information meetings held on various subjects at the level of departments, faculties and administrative structures.

At the same time, similar meetings have been organized with the students on years of study, with master students on fields of study and doctoral students at doctoral school levels. The activity of the self-evaluation team was permanently presented at all the meetings of the Board of Directors as well as at all the meetings of the University Senate, underlining the team's role and the importance of the self-evaluation process in knowing the university's' real situation and more than this, for making sure that all the necessary data were gathered. The board of directors provided the organizational frame so that the team responsible with the elaboration of the self-evaluation report could receive all the necessary support from all the faculties, academic departments and administrative services in processing and analysing the data.

2. INSTITUTIONAL CONTEXT

2.1. Brief historical presentation

The beginnings of the agricultural education in Iasi go back in time to the first half of the 19th century. At that time, between 1842 -1848 the first great Romanian agronomist, Ion Ionescu de la Brad, whose name is now carried by the University of Agricultural Sciences and Veterinary Medicine of Iasi, presented the first lectures on agriculture at the "Academia Mihaileană" of Iasi.

On May 2nd 1905, following the insistent approaches of a group of enthusiastic professors, the Senate of the University of Iasi voted unanimously the organization of the Departments of Agricultural Chemistry and Technological Chemistry, within the Faculty of Sciences. Later on, the Ministry of Culture and Public Instruction approved this initiative.

In 1912, the Law of Higher Education, published in the Official Gazette from March, stipulated the establishment of the Department of Agricultural Sciences within the Faculty of Sciences of the University of Iasi .

Later on, in 1926, Prof. Agricola Cardaș, Director of Agriculture in Bessarabia, submitted a memorial to the Ministry of Public Instruction in which he asked the transfer of the Department of Agricultural Sciences to Kishinev, the capital of a region with important agricultural potential.

The Faculty of Agricultural Sciences functions in Kishinev between 1933 and 1941; its material resources consisted in buildings, farms, vineyards and nurseries, including the experimental fields from Ezăreni, Adamachi and the animal husbandry point in Copou, all situated in the Iasi County.

In 1940, due to the Soviet ultimatum for putting into practice the Ribbentrop - Molotov Treaty, Romania loses Bessarabia, and the Faculty of Agricultural Sciences is repealed. The academic staff and part of the assets are transferred to Iasi, where according to the Law 922/October, 17th 1941 the Faculty of Agronomy is reorganized.

In 1948, with the decision of the Ministry of Education no.26237 published in the Official Gazette on October 24th is founded the Agronomic Institute of Iasi, with the Faculty of Agro-technics.

From 1951, by the decision of the Council of Ministers no.1056 from October 2nd, the Agronomical Institute of Iasi widens its educational offer and organizes two new faculties: the Faculty of Horticulture, the second in the country after the one in Bucharest, and the Faculty of Animal Husbandry, the third in the country after the ones of Bucharest and Arad.

In 1961, the Faculty of Veterinary Medicine is set up, and for those times the faculty was endowed with modern equipment and the staff was represented by important personalities of the higher veterinary education of Romania.

The institution kept this structure, with four distinct faculties, until 1985.



Between 1986 and 1990, the economic and politic conditions of Romania made the institute reorganize and go back to only one faculty, Agronomy, with four sections: Agriculture, Horticulture, Animal Husbandry and Veterinary Medicine.

In 1990, the activity of the Agronomic Institute is again restructured and the four faculties are once again organized (Agriculture, Horticulture, Animal Husbandry and Veterinary Medicine) which with various transformations and modifications, still function.

From 1990, the institution widens its educational offer by setting up new specializations according to the requirements of the labour market.

In 1999, the reformation of the Romanian universities began with the declared aim of integrating them into the European Higher Education Area. The University of Agricultural Sciences and Veterinary Medicine of Iasi also noticed the necessity of introducing the various evaluation models for improving the institutional management and quality. Starting from 2000, various discussions were held regarding the introduction of transferable credits (ECTS), periodical meetings being organized and attended by the leaderships of all the universities in the country for correlating the university curriculum.

Starting from 2001, the official name of the institution becomes the “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi.

The evaluation activity for accrediting the University was conducted for each of the existent Faculties and for the study programs which were introduced later at each faculty.

Between 29-31.05.2007, the University was visited by the Commission for Institutional Evaluation for the external evaluation of the education quality, from the Romanian Agency for Quality Assurance in Higher Education (ARACIS - Member of the European Association for Quality Assurance in Higher Education).

After the evaluation, ARACIS published the Report on the external evaluation of academic quality and the University was awarded with the following qualification: University with high level of trust (the highest qualification that can be awarded to a Romanian University), issued by Certificate no.5/2008 of 20.07.2007 (Appendix 7).

In 2007, USAMV decided to improve its internal management system according to the international standards. Thus, in 2008, the introduction of the requirements foreseen by EN ISO 9001:2008 and ISO 22000 and HACCP, standards regarding the administrative, patrimonial, financial-accounting, human resources, social and secretariat services necessary in supporting the educational and scientific process of the University, was certified by TUV Austria CERT and recertified in 2011.

Also in 2011, the “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi was registered in the national evaluation process, activity coordinated by the Ministry of Education, Research, Youth and Sport. By the order no. 5262 from September 5th 2011 published in the Official Gazette no.637 from September 6th 2011, the Minister of Education, Research, Youth and Sport included the University in the category of University of education and scientific research, along with other 21 universities of the country, being on the 9th place (Appendix 6).

Now, the university functions with 13 specializations for undergraduate degree, four of them for distance learning too (DL) and one department of teaching training (TTD).

We consider the present EUA evaluation to be essential for the university future strategy on its way to the status of university of advanced research and education.

2.2. Legal status and autonomy

The “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi is a public institution of higher education, registered in the Romanian National System of Higher Education. The University has four faculties as follows: the Faculty of Agriculture, the Faculty of Horticulture, the Faculty of Animal Husbandry and the Faculty of Veterinary Medicine. According to the university autonomy, each faculty organized itself on departments for properly solving all the educational issues and research related problems that might appear during the academic year.



2.3. Geographical position and localization

The “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine is situated in the city of Iasi, a metropolis of 96 square kilometres positioned, just like Rome, on seven hills in the North - East part of Romania. Documentarily attested in 1387, the city of Iasi is the third largest city in Romania and until 1859, when Moldavia united to Tara Romaneasca, it was the capital of Moldavia. In 1860 in Iasi it was founded the first university of the country, nowadays known as the “Alexandru Ioan Cuza” University; its main building was built between 1893 and 1897.

Geographically, the city of Iasi is 394 km away from Bucharest, 431 km from Cluj Napoca and 144 km away from Kishinev, the capital of the Republic of Moldavia.

Nowadays, in the city there are more than 350 thousands inhabitants while in the metropolitan area there are more than 400 thousands. Being an important university centre, in Iasi there are five public universities and five private universities that bring in the city more than 80.000 students during the academic year.

The main campus of the “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi is on the Copou hill, in the north part of the city on an area of 15 hectares. Inside the campus, in the main building, there are the Faculties of Agriculture, Horticulture and in the second building, there are the Faculties of Animal Husbandry and Veterinary Medicine. Another building that is still under construction is destined to the field of Alimentary Industry.

For the accommodation of the students, the university has 4 hostels with 1550 places available. Since the present capacity of the hostels does not entirely answer the students’ needs, the university has under construction, in final phase, a new hostel of 300 places.

For the specific practical training, the institution has a teaching resort with three production and research farms, namely: Ezăreni farm - 122 ha - where the students of the Faculty of Agriculture do their practical training; Adamachi farm - 49 ha - destined to the students of the Faculty of Horticulture and the Rediu farm - 58 ha - for the practical training of the students of the Faculties of Animal Husbandry and Veterinary Medicine. In addition, also for teaching purposes, the university has three centres for practical training, one at Plaiul Șarului (capacity of 66 places), one at Frasin, in Suceava county, for the students of the Faculties of Animal Husbandry, Veterinary Medicine and Agriculture and another one in Făcăeni, Ialomița County (capacity of 60 places) for the students of the Faculty of Agriculture.

The total surface in the University’s possession reaches 11.571 ha distributed as follows: 10.190 ha in Ialomita, 770 ha in Vaslui, 211 ha in Iasi and 400 ha in Botosani.

Most of the students from the “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi come from all the cities of Moldavia, mainly from Iasi, Botoșani and Vaslui.

2.4. Situation of the regional and national labour market

If until 1990 the labour market for the university’s graduates was safe and stabile, after the ‘90 things have changed considerably, the labour market being highly affected by the radical transformations that occurred in agriculture, by the change of the type of land property. The dissolution of cooperative units and Public Agricultural Company due to the retrocession of the land in favour of the former owners leads to the fragmentation of the land into very small surfaces, many of them under 0.5 ha, and thus the graduates in agriculture found themselves in the impossibility of finding any jobs. This is why, for a long period, the university had fewer students than its maximum capacity. In time, the situation improved as people understood the role of agriculture in strengthening the Romanian economy. Now, it can be noticed a change in the mentality of those who work in agriculture, as they have understood that performance agriculture can only be done by specialists. Thus, the graduates of the university faculties have the possibility to find jobs that correspond to the specialties studied or to related specialties.

2.5. Students, structure, staff

The “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iasi implemented the Bologna system in the 2005 - 2006 academic year, and thus it functions with 3 cycles of study, namely:



- Cycle I - Undergraduate - 13 specializations with 180; 240; 360 credits, respectively (3 years; 4 years; 6 years).
- Cycle II - Master - 16 study programs with 120 credits (2 years).
- Cycle III - Ph.D. - 4 domains with 36 specializations, 25 of 3 years and 11 of 4 years (Appendix 4).
- Doctoral and postdoctoral studies are organized as part of two doctoral schools in the following fields: Agronomy, Horticulture, Animal Husbandry and Veterinary Medicine.

Being a university of research and education, the master and doctoral activities as well as the postdoctoral studies are held in Research Centres organized near the faculties, in RENAR accredited research laboratories or in course of accreditation, and in the Institute for Agricultural and Environmental Research.

The university's structure is established to ensure the organization of the activities for bachelor's studies (BSc), master's studies (MS) and postgraduate studies (doctoral and postdoctoral). Regarding to the university's infrastructure, it is being modernized and renewed. In the last two years the laboratories have been endowed with equipment according to the modern technology, the buildings have been modernized, a new library has been built and a new building is under construction for expanding the educational area as well as a hostel.

The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iasi has four faculties: Agriculture, Horticulture, Animal Husbandry and Veterinary Medicine. Regarding to the number of students, the situation is as follows: bachelor's - full-time - 3595; bachelor's distance learning - 582; master-694; Ph.D. - 230; post graduate – 50 (Appendix 7).

Regarding the university's staff in the academic year 2011 - 2012 it records a number of 445 people, from which 174 are part of the teaching staff and 271 auxiliary and administrative staff (Appendix 15).

The teaching staff is formed of 36 professors, 28 associate professors, 58 lecturers and 34 assistants. The number of teaching positions is higher, the occupation level being of only 60%. From the total number of 263 positions only 157 of them are taken and 106 are vacant (Appendix 12).

3. NORMS AND VALUES, MISSION AND OBJECTIVES

3.1. Governing body and management

UASVM Iasi is a public institution of higher education, opened, autonomous, with legal personality, consolidated in its 100 years of existence as a European entity of the Romanian educational system, continuously developing and modernizing, which functions according to the provisions of the Romanian Constitution, the legislation of education and the University Charter.

The UASVM's vision is to become national leader in education and scientific research in the fields of animal and vegetal resources engineering, engineering and management, environmental engineering and veterinary medicine and to be a prestigious university in Europe.

The mission of UASVM Iasi consists in **education and scientific research through high performance study programs** at all university and postgraduate cycles of education for answering the needs of a developing society. Thus, UASVM Iasi is focused on providing education through research, development, innovation and technological transfer, high professional training, attracting in the academic activity the best specialists and young people endowed with high professional and scientific training.

UASVM Iasi uses of the concept of university autonomy and, according to the provisions of the Law of National Education no.1/2011, has drawn up a new University Charter, which has been approved by the Senate of the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iasi on 27.07.2011, and then approved by MECS with address no.50224 from 06.09.2011 (Appendix 1).

The Charter consists of detailed presentations of the University's mission and the development strategy, objectives and the regulations of each managing board.

According to the University Charter, the mission of USAMV Iasi relies on:

- the formation of specialists with high professional education in their field of competence, capable of making use of their valuable scientific, technical and cultural-humanist knowledge, of contributing to the technological, economic, social and cultural progress of the national and European society;



- the formation of general, specialized and transversal competences compatible with the society development level;
- high quality educational process;
- the organization of specializations through master, doctoral and postdoctoral university studies according to the standards acknowledged at national and international level;
- obtaining and implementing performance results in scientific research and profile expertise, at national and international standards;
- integration of research centres/laboratories in the national and international networks of excellence and the realization of fundamental and applicative researches generators of additional value;
- proper climate for the personal development of the members of the university's community;
- professional and performance logistic base for the continuous education and the training of the specialist from the fields of competence;
- promoting national and international partnerships;
- developing relationships with the graduates and the social and economic environment;
- transparent institutional management;
- consolidate the spirit of university community.

In fulfilling this mission, USAMV Iasi promotes excellence and acts for accomplishing the following objectives:

- develop the fields and specializations, corresponding to the technical and material base and the absorption level of the labour market;
- continuous modernization of the technical and material base, as well as the educational process by improving the university curricula;
- implement the university management, based on modern quality requirements and global financing, efficiency and responsibility of the managerial act;
- increase the quality of the educational process and of the scientific research/expertise by providing the necessary conditions; appropriate educational areas, computerization, libraries, research/expertise laboratories etc. and the use of the competitive system to obtain national and international research programs;
- the conservation, development, application and dissemination of the scientific research in the university's fields of expertise;
- improve the teaching and methodological activity of the specialists which are part of the high school's teaching staff ;
- create and develop the specific research structures for a performance higher education system;
- continuous development of the research activities and increasing the performances by capitalizing the universities' experience and that of the national and international research centres;
- use the teaching and scientific competence criteria in evaluating and promoting the members of the academic staff, respecting the principles of moral and professional ethics;
- participate at international teaching and research programs by bilateral conventions with high reputation European universities and from other continents as well;
- develop and support the activities of internal and international cooperation;
- modernize the services destined to the students in supporting the educational process;
- expand and modernize the university campus;
- defend the democratic elements based on respecting the university autonomy, the individual's fundamental rights and liberties, corresponding to a state of law;
- protect the patrimony and develop the university's infrastructure.

In performing the managerial act, UASVM of Iasi takes into consideration the major external challenges, which are identified at European level as: the transition to a society based on knowledge; globalization of the highly qualified labour force; implementation of the Bologna process and the organization of European Higher Education Area (EHEA), of the European Research Area (ERA), respectively.



At a regional and national level there are considered the demographic decrease and the aging of teachers; increasing the access of the young people to higher education; adoption of the reforming legal frame and a post-adhesion strategy for the national higher education system; developing the concurrent market of academic services.

Consistent to its mission and strategic objectives, UASVM Iasi aims at a proactive approach, opening and anticipating the changes caused by these external modifications in its institutional management. The implementation of such changes has materialized in the creation of a solid Strategic development plan for the period 2012-2016 and by promoting an internal quality culture, as:

- aligning to the European ENQA standards and applying the principle of continuous improvement of quality assurance and control procedures of the educational processes and scientific research;
- substantiate the decisions and the strategic and operational plans at institutional level on the results and the retroaction of internal and external quality evaluation processes;
- developing at institutional level the services of continuous education, counselling and career orientation of students, monitor the graduates' social and professional insertion;
- define an institutional policy of recruiting and maintaining the young members of the teaching staff;
- reaching the national level of **university of advanced scientific research and education through performance study programs;**
- improving the university's innovation capacity by capitalizing the intellectual property;
- integrate UASVM Iasi with the local and regional social and economic environment by involving the economic agents in the university's government, in the realization of new study programs, in offering to the students the possibility to perform paid practical trainings and internships, in offering study scholarships, in making partnerships with the economic agents;
- expanding to all the faculties the educational offer in English;
- promoting international mobility for the students, teaching and administrative staff based on the university partnerships between the EU countries and the international compatibility of the study programs and their relevance on the labour market;
- cross border cooperation within an Eastern - European network of the universities of life sciences.

The institutional strategic plan of the UASVM from Iasi (Appendix 2) has as main objective for the development period 2012 - 2016, for the university to become national leader in scientific research and educational programs from the field of animal and vegetal resources engineering, engineering and management, environmental engineering and veterinary medicine and to be among the best European universities in the field. The institutional management for the 2012 - 2013 academic year is performed according to the Operational Plan (Appendix 3), as an integrant part of the Strategic Plan (Appendix 2).

The academic board of the USAMV of Iasi acts for reforming the university management according to the profound changes of the present society influenced by the effects of the global crisis and by the heavy decrease of the budgetary allowances for education and it has proposed for the period 2012 - 2016 the following main goals:

- develop and promote a competitive research, innovation and technological development environment, at national and international level so to transform UASVM Iasi into a pole of excellence focused on generating knowledge and technological transfer, with direct impact on increasing the performance level, the quality of teaching activities and community services;
- develop and promote a modern educational process, result centred, meant to provide solid professional knowledge;
- apply the principles of performance oriented management and assure the quality of the process of institutional governance;
- cultivate a favourable climate for developing and motivating the human resources in order to create a working environment based on cooperation, trust and respect;
- promote and develop a real and active partnership between the university and the students for implementing all the academic processes, in solving the social problems and creating the



opportunities for the personal and professional development of the future specialists, encouraging their active and responsible integration into society;

- initiate and promote new partnership agreements in the regional, European and world academic relations for increasing the number of mobilities for students and professors and to promote the results of their scientific research activity;
- firmly state the strategic role of UASVM of Iasi in the economic, social, cultural, civic and moral development within the local, regional and national community;
- promoting a university management capable of managing in a rational, balanced and efficient manner the issues of the following key directions: *conserving and maintaining functional the existent patrimony and continuing the investments for developing the material resources*;
- increasing visibility and strengthen the university's identity by a transparent, continuous and convergent process of public communication with the society, the national and international academic community, the business and political and administrative environments.

The entire academic community is aware of the necessity of a joint effort for fulfilling these objectives. Thus, the previously mentioned aims stand for evaluation parameters for each of the members depending of their contribution in fulfilling them, along with the way in which the fundamental values of the academic life have been respected, as: *excellency* - promoted in all the fields of competency; *tradition* - for the university's professional, scientific and cultural values; *innovation* - in research and education, for a knowledge based society; *respect* - towards nature and intellectual and cultural diversity of the academic community.

The organizational structure of UASVM of Iasi is established by the University Charter (Appendix 1). In the university organizational structure (Appendix 8 and 9) are included: faculties, departments, institutes/centres and research laboratories, doctoral and postgraduate schools, continuous training centres and distance learning, teaching facilities, training areas, university veterinary clinics, training and information centre, micro production units and services, knowledge and technology transfer centre, library etc.

The university organizational structure also comprises the technical and administrative services for the current activities and for the previously mentioned structures. The university organizational structures have regulations approved by the university Senate, in the spirit of the university Charter, respecting the principle of relying its decisions on dialogue, debate and consultancy. The university organizational structure can be modified at the request of the Board of Directors with the Senate approval.

The governing structures of UASVM of Iasi are: at university level, the University Senate, Board of Directors and the Council for doctoral studies; at faculty level, the Faculty Council, at department level, the Department Council, at doctoral school level - the Doctoral School Council.

The governing positions of UASVM of Iasi are: rector, vice-rectors, CUDS manager, chief operating officer of the university, deans and vice-deans of the faculties, department directors, head of doctoral school and head of the teaching resort.

The decisional competences specific to each of the University governing organisms are established in the University Charter. The responsibilities and the relations between these structures are foreseen by regulations, adopted by the Senate and are integrant parts of the University Charter.

Human resource policy. At UASVM of Iasi the academic human resource policy is separate from the administrative human resource policy. Thus, the vacant teaching and research positions for undetermined /determined period, are taken only after an exam organized according to the provisions of Law 1/2011, HG (Decision of the Government) no.457 from May, 5th 2011, University Charter and the decisions of the Senate. The contest is public and opened, and is organized according to the *Procedure for organizing and developing the contest for occupying teaching positions - POB.08* (Appendix 14). The setting up of teaching jobs depends of the university curriculum and of the number of hours established by the Senate, respecting the legal provisions and the available financial resources. The setting up of research jobs depends of the needs of the university's departments, laboratories, centres or research institutes, in the basis of the thematic and the research infrastructure, respecting the legal provisions and the available financial resources.

The vacant teaching/research jobs for indeterminate periods of time, are announced in the first 35 calendar days from the beginning of each semester, depending of the University strategy, based on the Senate's decisions.



All the employment and the promotion tests of the academic staff, are internally validated by the Senate's vote, with periodic audit from MECS through CNATDCU. With this external validation is intended the accomplishment of some performance standards established at national level. Once the academic titles and the titular positions from the departments organization chart, they can only be lost by violating the legislation that naturally regulates these situations. The retirement of the personnel is also regulated at national level.

As a conclusion to the human resource policy of the USAMV of Iasi, it is considered that it relies on the following principles: it is completely autonomous and respects the provisions of the university Charter; respects the minimal national standards; does not have any age, gender, religion, ethnic etc. restrictions; is opened and transparent, respects the university development strategy; is correlated with the evaluation activity of the academic staff.

The administrative staff is structured depending of the specific fields of activity but also of the number of students of each faculty, centre or department. The administrative staffs is employed after an employment exam. Their activity is appreciated and evaluated periodically and the main criteria are represented by professional competence. The exam is public, opened and transparent, respecting the legal provisions regarding the activity of the administrative staff from budgetary institutions.

A support for our human resource policy is represented by the Department for Teachers Training (DPPD) which is part of the university structure focused on the teachers' continuous training and improvement. The Department supports the young members of the academic staff and provides the facultative pedagogic module for the students interested in embracing an academic carrier.

The UASVM of Iasi has established its own strategy for the internal evaluation of the quality of human resources, well defined according to the national standards based on the objectives mentioned in the National Law of Education no.1/2011. Depending of the national and international context, the University established its own quality standards and developed the appropriate strategies. Thus, each member of the university academic staff is evaluated annually depending of the performances obtained in his academic and scientific activity. The quality evaluation strategy of the academic staff includes: self-evaluation, collegial evaluation, managerial evaluation and student evaluation. The responsibility for implementing the quality assurance system for human resources belongs to the Board of Directors and the Quality assurance department (DAC), as an executive department present at all the levels of the university structures. In order to ensure the objective conditions for the evaluation process, there have been issued specific quality standards for the academic staff, postgraduate researchers, auxiliary academic and administrative staff. Based on the results achieved at the evaluation of human resources, the university adjusts the policy as well as the strategy for increasing the performance level and improve the quality assurance system.

3.2. Academic profile

The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iasi is an independent community whose members carry on their activity in full academic autonomy and freedom within the academic area and having its own assets. The university organization and functioning relies on: the principle of university autonomy; the principle of academic freedom; public responsibility; quality assurance; impartiality; professional ethics and deontology; managerial and financial efficiency; transparent institutional management; respect of the student rights and freedoms as well as those of the academic staff; independence of ideology, religion and political doctrines; the students', the academic staffs and researchers freedom to national and international mobility; consulting the social partners in making decisions; student centered education; supporting long life education.

The university adheres to the principles foreseen by the *Magna Charta Universitatum* (Bologna, 1988), according to which: the future of mankind depends of the scientific, technical and cultural development which are accomplished in the university's scientific research centres, knowledge centres, cultural centres, artistic centres and sport centres; the role of disseminating knowledge, a role the university must assume in relation to the new generations of students, makes the university capable of addressing the society in ensemble as its social, economic and cultural future requires a consistent effort of continuous training; the



university must provide to the future generations an education based on the respect of the fundamental values of humanity.

At UASVM of Iasi the university studies are organized according to the Romanian legislation, on three cycles: bachelor's, master's and doctoral. The structure of the study years respects the guidelines of the Bologna Process from 2005/2006 academic year, according to the provisions of Law 288/2004.

The bachelor's specializations correspond to eight different fields of study: Agronomy, Engineering and Management, Engineering of Alimentary Products, Biology, Horticulture, Environmental Engineering, Animal Husbandry and Veterinary Medicine, all of them part of the four faculties as follows:

- The Faculty of Agriculture, full-time studies, duration of the bachelor's studies 3 - 4 years (180 - 200 credits): field Agronomy with the specializations Agriculture and Agriculture in Mountainous Regions (4 years); field Engineering and Management, specialization Economic Engineering in Agriculture (4 years); field Engineering of Alimentary Products, specialization Technology of Processing Agricultural Products (4 years), field Biology, specialization Biology (3 years).
- The Faculty of Horticulture full-time studies, duration of the bachelor's studies 4 years (240 credits): field Horticulture, specialization Horticulture and Landscape design; field Environmental engineering, specialization Environmental engineering.
- The Faculty of Animal Husbandry full-time studies, duration of the bachelor's studies 4 years (240 credits): field Animal Husbandry, specialization Animal Husbandry, Fish Breeding and Aquaculture; field Engineering and Management, specialization, Engineering and Management in Catering and Tourism; field Food Engineering, specialization Control and Expertise of Alimentary Products;
- The Faculty of Veterinary Medicine, field Veterinary Medicine, full time studies, 6 years (360 credits), specialization Veterinary Medicine.

Distance learning centre functions at USAMV of Iasi on the basis of its own regulation, according to the law, providing education for the bachelor studies at the following specializations: agriculture, economic engineering in agriculture, horticulture and animal husbandry, with the same number of credits as full time studies.

The public higher education is free, financed from the state budget, for the annually assigned schooling figure by MECTS and with fees, according to the law and with the Senate's approval, in the limits of the schooling capacity approved by ARACIS.

The master's studies, with the duration of 4 semesters (120 credits), provide specialization in the accredited fields of study or the extension and the improvement of the training certified by the bachelor's degree. Admission to master studies is based on the general criteria approved by MECTS and the specific criteria approved by the university's Senate. In USAMV of Iasi there are functioning 19 specializations within the master's cycle, accredited by ARACIS.

The doctoral studies are organized according to the Code of Doctoral Studies and their own regulation, approved by the Senate.

For continuously improving of the content of the study programs, it is considered their harmonization with the European programs, according to the national and international standards. This objective plays a key role in improving the quality of education, leading to an increased competitiveness at national/international level of the collaboration and exchange process, through academic mobility. Hence, the students' practical training intendeds to respond to the requirements of the study programs, but also to the requirements and the needs of the national/regional economic partners where the future graduates will be working.

In this context, an integrant approach is considered in order to establish a balance between teaching - practical training - advanced research and society services. Thus, the University Senate and the Faculties managing board have tried to identify the solutions for modernizing the teaching farms, for turning them into pilot centres for the students' practical training and for other categories of students as well. Special attention has been given to the selection of the students who will carry on their practical training at the farms, research/teaching centres from England, France, Germany, Italy, Czech Republic etc.

The objectives regarding the continuous improvement of the programs' content - graduate, postgraduate and doctoral studies offered by USAMV of Iasi were fulfilled respecting the provisions of the Bologna process and the Romanian legislation. Consequently there is a coherent action plan for the



development of integrated study programs on the following levels - bachelor's, master's and doctoral - in the field of competence for each of the university's faculties.

The educational processes for the bachelor studies are related to the development of specific competences according to the student's qualification, to the continuous improvement of the student centred approach. This manner of working represents a priority for the university's academic staff interested in forming and developing the students' personality and their level of responsibility (more independent work and practical abilities for developing competences). It is worth mentioning that a significant number of the university graduates are in decisional positions, both in the private and public sector, at regional / national level, while many of them work all over the world, in companies and institutions centred on research or technological development or universities.

For improving the quality of the specific educational processes, for the master studies there have been sought solutions for integrating the theoretical information acquired during the bachelor studies with research, innovation and technological transfer activities.

At the same time with the aspects presented above, there has also been taken into consideration the modernization process of the acquired knowledge through advanced technologies (IT), dissemination of information through e-platforms, the use of new instruments (on-line courses, on-line tests). The university web site is constantly actualized and improved and offers updated information, new possibilities for student-professor interaction, new ways of information - publications, doctoral thesis, national and international symposiums.

The university library has developed greatly in the last period of time, extending and modernizing its spaces, increasing the book funds which give the students and the professors the possibility to access a significant collection of books and on-line data base. Developing an e-learning platform was one of the university's important objectives as it allows access to distance study programs and facilitates the dissemination of information to other Romanian or abroad universities.

The implementation of certain projects financed by EU for improving the quality of education and supporting doctoral and postdoctoral programs (POS DRU) in which USAMV of Iași is involved, contributes at increasing the performances of the bachelor, master and doctoral study programs.

3.3. Activities related to the academic part

The UASVM of Iași is a prestigious university with more than 100 years of tradition in agronomic education which is an active entity in the local and regional community represented by other universities and economic agents or administrative organisms.

One of the strategic objectives of USAMV of Iași, as the most important institution in the field of agriculture, veterinary medicine and food industry in Moldavia, is represented by its implication in the regional and national social and economic environment by putting at their disposal the university's resources, the results of scientific researches and knowledge and technology transfer towards the interested economic agents. The collaboration relationships between the academic staff and the economic entities of profile represent an important component in developing our study programs, common educational, training and research lines. Now, the university offers activities of continuous education, significantly improved. The involvement of UASVM of Iași in the economic life was always been at high quotas due to the public - private partnerships realized with a series of economic agent for various types of activities - research, consultancy etc.

The UASVM of Iași intends to develop and implement the following objectives:

- promote the university as a trustee, powerful, experienced, specialized partner for the business environment, administrative and political environment;
- promote UASVM of Iași as an excellence, innovative, dynamic and flexible institution adapted to the complex environment of the moment;
- organize annual events with international participation for popularizing the scientific results;
- implement activities coherent with the economic, administrative, social and cultural environment by; strengthening cooperation, postgraduate training programs for the personnel working in



production and research, collaborate with the local and county authorities for attracting investors for the major projects of common interest;

- create an excellence pole in the food field for initiating and promoting major local/regional projects;
- actively participate at the new possibilities offered by the operational programs financed by the European Community for regional development, opportunities which have allowed the university to integrate into competence poles, along with other universities, private companies, etc.
- expand the lifelong learning system and adjust the educational and practical training offer to the possible beneficiaries from the economic area by: adapting the educational offer and the resources, attracting and stabilizing the human resources from the potential employers, along with the accession of EU funds destined to the Life Long Learning Program.
- develop partnerships for applied research projects with Small Medium Enterprises or large companies through common themes which involve the master or doctoral students.
- initiate and maintain permanent relationships with the local, regional and national authorities through the modern communication interfaces and the members of the university management team, as members of the national councils and ministerial commissions (CNADTCU, CNFIS, UEFISCDI, ANCS, ARACIS).

3.4. Funding

The UASVM of Iasi, as public higher education institution functions with the financial resources assigned from the state budget, extra budgetary funds and from other sources. The institution incomes coming from the state budget consist of the sums assigned from the budget of MECTS, contract based, for basic financing, complementary financing and supplementary financing. The basic financing for the state universities is ensured by MECTS as study grants calculated on the average cost per student equivalent, per field, per study cycle and per teaching language.

Supplementary financing is assigned from public funds by MECTS for stimulating institutional excellence and performance study programs. Complementary financing is performed by MECTS through: subsidies for accommodation and meal; funds assigned depending of the priorities and specific norms, for equipment and other investments and capital repairs; funds assigned on competitive basis for university scientific research.

The university income budget is completed by important sums of money from own self-financing resources: leasing the agricultural surfaces owned; letting; micro production; activity of the teaching resort; taxes and adjacent activities etc. Other chapters from the income budget are supported with insignificant sums derived from scientific research activity and external financing, realization of projects co-financed from the state budget and from external non-refundable post-accession funds. In the last 8 years UASVM of Iasi was been successfully involved in a large number of projects financed from various national and international programs with funds from MECTS, EU etc. (Appendix 16).

Attracting extra budgetary funds represents an essential condition for stimulating the entrepreneurial spirit of the managerial team of UASVM of Iasi, for ensuring the development and the progress of the material base.

UASVM of Iasi possesses control mechanisms and of continuously developing the administrative performance, represented by the Service of preventive financial control and the internal audit service. The Financial - accounting Department of the USAMV of Iasi elaborates at the beginning of the year the Project for the budget of incomes and expenses on chapters and at the end of the year the Project regarding the execution of the budget of incomes and expenses and the patrimonial situation based on the balance (Appendix 14). All the projects and the reports have been discussed and approved by the Senate of USAMV Iasi. The entire economic and administrative activity of UASVM Iasi was been analysed from the point of view of the performances recorded and submitted to a process of continuous improvement process.



3.5. The University position at local, regional, national and international level

The “Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine is considered to be among the most prestigious universities of profile in the country. The opinion of the local, regional and national business environment is that the university graduates possess a large amount of information, are very well trained and they have the capacity to adjust and integrate on the labour market, fact that has also been mentioned at the meeting with ARACIS which took place in June 2007, with the occasion of the periodical evaluation of the academic quality at an institutional level. After the evaluation, the University of Agricultural Sciences and Veterinary Medicine was awarded the qualification of HIGH LEVEL OF TRUST.

UASVM was and is still permanently sought by the young people from different European countries and from other continents as well. At this moment, there are 87 foreign students (81 at bachelor studies and 3 students at master studies) from EU (Greece, Cyprus, Bulgaria) and non EU countries (Israel, Morocco, the Republic of Moldavia and Ukraine). The majority of the foreign students come from the Republic of Moldavia. At the doctoral school, there are enrolled 3 foreign doctoral students, 2 of which from Greece and 1 from the Republic of Moldavia.

UASVM of Iasi presents its educational offer in brochures (Appendix 15), flyers and posters disseminated at educational fairs, meetings with high school pupils, and meetings with potentially foreign students, in the national and local media. Some of these materials are in French and English.

Every time there was the possibility, the representative delegation of UASVM Iasi at international events has used this opportunity to promote the specific values of the institution and its educational and scientific research offer. Annually there are actualized and made public: *the Educational offer, Admission guide, The offer of master programs and postgraduate schools, the offer of postgraduate programs and doctoral programs.*

At the same time, UASVM develops collaboration relations with national and external universities but also with the representatives of the business environment. UASVM Iasi is also in close relations with the employers from the private and public sector (business environment) in its quality of the main supplier of specialists in agriculture on the market. The relations focus on two directions: the organization of courses or scientific communication sessions within the university, and the consultation, depending of the needs identified, on the students training. The overall opinion of the employees is that the graduates are well trained and they have good capacity to adjust and integrate in the production process, with recommendations for a good practical training.

For curricular and organizational harmonization and for expending regional cooperation, the University of Agricultural Sciences and Veterinary Medicine of Iasi has become member of the Agence Universitaire de la Francophonie (AUF), member of European University Association (EAU) and founding member of IAESTE Romania (The International Association for the Exchange of Students for Technical Experience) and CASEE member. This situation influences the development of university exchanges with the other member universities.

The university partnerships have intensified due to projects financed by the EU, which have represented an opportunity to compensate for the lack of pro-activity agreements with other universities or with the business environment. On this occasion, there has been a diversification of the group of national and international partners, making use of the agreement portfolio, conventions, protocols or agreement memorandum signed with more public or private entities, local, national or international.

By signing this kind of partnerships with public institutions and important organizations for the business environment was intended to: access high value strategic projects; increase the value of implemented projects; diversify the major directions of intervention accessible and the best distribution of the financial, logistic and human resources necessary for implementing the projects. Thus, UASVM Iasi was partner in many projects with Romanian universities, with the representatives of the business environment (companies, NGO, Patronal Organisations, Romanian foundations) and had concluded 30 partnerships with universities from Belgium, Czech Republic, France, Greece, Italy, Ireland, Republic of Moldavia, USA and Egypt.

For the strategy adopted UASVM Iasi facilitates the interaction between students and the representatives of the business environment by practical training courses which developed along with the



implementation of POSDRU projects, summer schools, conferences organized by the students' associations, forums organized within the European projects which focus on entrepreneurship, simulated companies, doctoral and postgraduate research, presentations organized by various important companies and internships suggested to the university students.

3.6. Strategic options of the institution

Through its mission and objectives, UASVM Iasi is part of the European higher education and scientific research, promoting the values and the directing lines of EU regarding the definite reorganization processes foreseen by the Bologna and Lisbon declarations. The global changes in higher education along with the local/regional/national needs have been carefully analysed by UASVM Iasi and they were included in the 2012 Operational plan as well as in the 2012 - 2016 Strategic plan. The level of fulfilment of the strategic objectives is permanently discussed by the Board of directors after which it is forwarded to the Senate for approval when presenting the reports regarding the university.

The substantiation, elaboration, implementation, monitoring the application, evaluation and correction of the USAMV Iasi strategy represent permanent concerns for the university management, reports regarding the university being presented annually at the Senate's meetings, regarding the level at which these objectives have been fulfilled, the causes that lead to malfunctions as well as their effects on the university's viability potential, pertinent strategic and tactical recommendations intended to generate the university's sustainable development.

The statute of university of advanced research and education aimed by the university obliges the institution to intensify the strategic dimension of the academic and administrative management, not only by promoting it but also by putting it into practice and evaluating it according to its performances.

4. GOVERNMENT AND ACTIVITIES

4.1. Government and management

Within UASVM Iasi, the actual organization of the government and of the activities considered the norms and values previously mentioned which are in close relation with the university's strategy, its vision and objectives and rely on the main strategic decisions taken in the last 10 years.

Analysis of the managerial practices. The USAMV management and governing activities are in harmony with the university's strategy, fully respecting the university's vision and mission, the specific of each faculty as well as the general national and international context.

Starting from 2011, with the new Law of education, the entire academic community has benefited from the legal frame in electing its top management structure. The present management structures from USAMV Iasi, at different levels, are presented in the appendices of the Self-evaluation Report. All the members of the university managerial structures have been appointed using pyramidal like processes. For this, successive elections have been organized at department/faculty level, as well as in the university Senate respecting the provisions of the Law of education no.1/2011 and the procedures for appointing the university representatives, approved by the Senate. The Faculties Councils validated at least two candidates for the position of dean and the Senate elected its president as well as the commission coordinators, by free vote.

According to this procedure and with the referendum organized in the university, the rector was elected by the entire academic community. For completing the governing structures, the vice-rectors were appointed by the rector and following selection, after a public competition, from the candidates validated by the Faculty councils, was designated the dean of each faculty. Later on, the deans appointed the vice-deans.

The university Senate, having deliberative and control attributions, consisting of democratically elected representatives from each faculty and department (academic staff 75% and students 25%), decides on the major problems regarding UASVM academic activities and policies, financing, selection and promotion of the academic and administrative staff, students admission, the development of services for the society. At the Senate' meetings can also take part, as guest, the trade union representative.

The operative management is provided by the Board of directors which includes the rector, four vice-rectors, chief operating officer of the university, CUDS manager, and the students' representative, each



member being responsible for the specific managerial activities, according to the university's strategy and its organizational chart (Appendix 10) according to the regulation approved by the Senate.

The tasks and the attributions of the members of the Board of governors are foreseen in their job description where the responsibilities for each sector of activity from the university are presented in detail. For teaching activities, curricula develop and revision, selection and promotion of academic staff, students' admission, the responsibility belongs to the vice-rector responsible with the didactic activity. The activities related to research, innovation and technological development, promotion and image, editing house, typography and library, are coordinated by the vice-rector responsible with the research activity. The activities related to institutional development, material base, and relations with the economic environment are coordinated by the vice-rector responsible with institutional development. The vice-rector in charge with international relations and students' activities is responsible for coordinating the activities characteristic to this field. The organization and the development of the doctoral studies are the responsibility of the CUDS director. The Chief Operating Officer coordinates and is responsible for the activity of all the directions and administrative and social services. As member of the Board of directors, the deans coordinate and are responsible for the activities organized in the faculties. The students' representative in the Board of directors represents the connection element between the institution operative government and the student community.

For the activities related to research, policies, strategies and quality standards, the proposals come from the departments, research centres and laboratories and the academic Council proposes the decisions which will be later on validated by the Board of Directors.

At the university's level there are various structures meant to support the decisional process and help implementing the strategic objectives and assuring the quality of the management activities.

The Commissions of the University Senate: The Commission for education, the Commission for research and international relations, the Commission for heritage and administration, the Commission for social and students activities, the Commission for quality evaluation and assurance.

Didactic and research departments: At the Faculty of Agriculture the activity takes place at the departments of Pedotechnics, Plants science, Agroecology; at the Faculty of Horticulture, at the departments of Exact sciences and Horticultural technologies; at the Faculty of Animal Husbandry, at the departments of Fundamental Sciences in Animal husbandry and Management of animal productions; at the Faculty of Veterinary medicine, at the departments of Preclinics, Clinics and Public health.

The administrative, economic, financial and social activities are administrated through: the Rector secretariat, General office administration, Service of public acquisitions, Finance - accounting department, Department of applied informatics, Department of human resources, Technical department, Social service, Quality assurance department, Library, Image and promotion department, Landscapes Office, Cafeteria-restaurant, Internal audit service, Preventive financial control department, teaching resort.

Communication and public relations are extremely important for the academic community and for implementing the university's strategy. Hence, all the decisions of general interest are public to the entire community either via internet or by posting them on the university web site.

The commission of ethics and university deontology oversees that the legal provisions and academic deontology are respected, and it beneficiates of the independence necessary for making impartial decisions.

4.2. Educational activities and policies

In fulfilling its mission, the UASVM of Iasi has as main, permanent objective the continuous improvement of the quality of the teaching act, which is reflected in the high level performance indicators in the three fields of assuring education quality.

The quality of the study programs is tightly connected to the students' training level and implicitly to the knowledge assimilated during high school. Hence, the admission of students represents an important part, with direct impact on the students' quality and the efficiency of the study programs.

At UASVM of Iasi the admission is organized based on the national legislation and the Admission methodology, which foresees the principle of equality of chance for all candidates, assures the process'



transparency and rigour. This methodology is available to the candidates annually, posted on the web page, with at least 6 months before the admission period.

For promoting the university education offer there are organized various promotion events and materials are distributed: general presentation materials - posters, flyers, banners, rollups, pages in international magazines; materials for promoting admission: flyers, posters, brochures, T-shirts; fairs and activities for promoting the educational offer.

For the bachelor studies, for the 2012 - 2013 academic year, UASVM of Iasi organized the admission based on the candidates' results from the final high school examination.

The admission to the present master studies consists mainly in the general mean of the bachelor studies and the admission to the doctoral studies depends of the oral exam after passing the test of a foreign language.

For presenting all the bachelor and master study programs it was drawn up the *Student's guide* which includes: mission, general and specific objectives, competences, curriculum plans, subjects presentations. The *Student's guide* is available at every faculty.

The doctoral study programs from UASVM of Iasi are in the administration of the *Doctoral school of agronomy and animal husbandry* and the *Doctoral school of veterinary medicine* and they consist of two phases, characteristic to the scientific doctorate: advanced university training and the program of scientific research. Attending the doctoral study program implies mainly exam participation, research reports and defending the doctoral thesis.

The *Study programs* are drawn up and approved according to the procedure, adopted by the Senate. They have a typed format, the subjects being credited according to the ECTS system. The *Study programs* of all the bachelor and master programs respect the compulsory norms of ARACIS. For underlining the operationalization of the curricula there have been drawn up the subject presentation cards with typed format according to the ARACIS requests. The subject presentation cards inform the students about the themes of all the activities, teaching and examination methods, the percentage in the final grade of the results obtained for each activity listed.

The Senate of USAMV of Iasi approved the *Procedure for initiating, approving, monitoring and evaluating the study programs* in which it is established: the algorithm, the requests and the responsibilities regarding the periodical authorization and evaluation of the study programs, considering the changes in the qualifications' profile and renewal through scientific research. *The Credit recognition process* is meant to facilitate students' mobility within UASVM Iasi and between UASVM Iasi and other Romanian and/or European universities.

In the last three years there have been made various efforts to adjust the operationalization methods of the study programs at the students' requests by implementing student oriented teaching, learning and examination methods, which are foreseen by the following regulations, posted also on the institution web site: *Regulation regarding the students' professional activity based on the European Credit Transfer and Accumulation System (ECTS)*; *Regulation regarding the organization and the development of master studies*; *Regulation regarding the organization and the development of doctoral studies*; *Procedure for drawing up the final thesis*.

The study programs have a unitary structure (full time and distance learning) but the operationalization adjusts to the students' schedule. The content of some study programs, mainly, those with a correspondent in doctoral studies, are permanently renewed by introducing the results of our own researches and those of other researches in the field.

Another specific objective mentioned in the *Strategic plan* is represented by increasing the weight and the means of operationalizing the "student centred" education, with the following application directions:

- Curriculum compatibility, on study programs, with the curriculum of Romanian and European reference universities.
- Total freedom of the students to choose their study programs and the trajectory of their studies (specialization, option, optional and facultative subjects, university/faculty from which to obtain credits provided that there is an agreement for credit recognition);



- The compulsoriness of the dean offices and of the coordinators of the study programs to present to the student and discuss with them the study programs and the curriculum;
- The tutors' compulsoriness to permanently keep in touch with the students;
- The course leaders' compulsoriness to present and discuss with the students, at the first course, the content of subject presentation card, underlining the objectives and the way in which it integrates and connects to the study program;
- Permanently adjusting the curriculum to the requirements of the social and economic environment, qualitatively and quantitatively improving the practical training;
- Graduate passage from "knowledge-skills-abilities" approach to "abilities-skills-knowledge";
- The teaching staff specialized in training the academic staff organizes annually, within the faculties, at the dean's invitation, lectures on the operationalization of the student centred education.

The **analysis of the results of education** is the permanent concern of those responsible at the level of the university and faculties. In the last period, the interest in the analysis of the results of education was intensified according to the national and European standards. Thus, it has been set up the *Procedure for monitoring the graduates' professional course* and has been implemented a database dedicated to the graduates' professional evolution. The procedure and the operationalization of the database dedicated to the graduates' professional evolution is made possible with the collaboration of the Commission for quality assurance and evaluation from the university's level and the Commission for quality assurance and evaluation from each faculty and with the support of the Quality assurance department.

There are internal statistics that underline, for each study program and at the institution's level, the graduation rate, the number of student graduating, the percentage of the students who continued with master studies.

4.3. Student representation

According to the regulations of UASVM of Iasi, the students are seen as partners in the academic process, being represented in all the management structures (Faculty councils, University Senate, Board of directors). Moreover, the Commission of ethics and university deontology and the Quality Assurance Department with its subdivisions from the level of the faculties, include members of the students' community. The student hostels are administered by the university Social service supported by a students' committee. Weekly meetings of the vice-deans responsible with the students' activities and the students' representatives are organized at each faculty; they are coordinated by the vice-rector in charge with social activities and students. The students are active in promoting the university by organizing educational and sport competitions as it is the example of "Agronomiada", organized at the level of the universities of profile in the country.

Even if important steps have been made in the past ten years in getting the students involved in the decisional process, it still seems difficult for the students' league to communicate with the whole mass of students. These situations lead to the implication of a small number of students with good results in the decisional process, also to dysfunctions in disseminating these decisions among students.

The present regulations of UASVM Iasi foresee the implication of the economic environment in the institutional governing, but the effective presence in the management act is low. Nevertheless, there is a constant dialogue with the economic, social and cultural community, mainly for providing flexible educational and research offers respecting the present needs of the labour market and for ensure the practical work of the students.

Another important objective of the university's strategy consists in intensifying the actions meant to increase the rate of the graduates inserted on the labour market and their chances, according to their competences. Periodical studies on the graduates' and the employers' satisfaction level on the quality of the education provided by UASVM of Iasi, might be considered useful and interesting inputs for the academic process and quality improvement. Even if a few years ago it has been implemented a system meant to gather the graduates' opinion on their studies, we cannot state that it is entirely efficient. UASVM Iasi considers this



to be a weakness and intends to identify the ways in which this situation can be improved, mainly through the 'Alumni' association.

The university awards various distinctions, as: Doctor Honoris Causa to the national and international personalities from other universities and research institutions, Diplomas of excellence to the members of the economic, social and cultural environment (local, national and international).

4.4. Human resources

The activities and the processes characteristic to USAMV Iasi for 2011 - 2012 academic year have been performed by 445 employees - 157 academic staff and 271 members of the non-academic staff (auxiliary academic and administrative staff) (Appendix 12). Considering that the number of students has continuously increased in the last five years (Appendix 11) the number of positions in the organizational chart decreased due to the national legislative frame which blocked the possibility of any new entrances into the system.

From the total number of the academic staff with the basic teaching load at USAMV Iasi, 30.9% are less than 40 years old and those between 61 and 65 years old represent 7.2%. In the category of the academic staff aged between 41 and 50 there are 17 professors and 16 associate professors, representing 36.2% and 57.1% from the total staff with these qualifications. At the same time there are only 5 lecturers aged between 41 and 50, representing 15.1% at this level. At the same time, there are only 5 university assistants aged between 41 and 50, representing 15,1% at this level. From the total academic staff, 87% have the Ph.D. title and the rest of 13% are Ph.D. candidates.

In the last 15 years, the university implemented a more opened policy towards European education, supporting the exchange programs of the academic staff to European universities. These exchanges have had significant positive effects on the education's quality, harmonizing the curricula of the study programs and the analytical programs at European level, implementing modern teaching and evaluation methods, etc. Subsequently, this process was expanded to the administrative staff.

The activity of **recruiting and promoting teaching and research staff** is performed according to the national legislation respecting the Internal regulation and the Procedure for occupying the position with exam. UASVM Iasi estimates annually the current and future needs of the necessary human resources. It is the responsibility of the vice-rector in charge with the educational activity, in agreement with the faculties' management, with the need of teaching staff correlated with the quality criteria established at the university's level and national level, too. Thus, in the last few years, the focus fell on attracting young and valuable graduates to an academic career as well as on defining the standards for promoting the staff on the academic hierarchy, based exclusively on professional performance criteria. A sensitive aspect is represented by the national regulations on employing/promoting the staff which, in the last years, applies to all public institutions which consider it a drastic limitation of the employments (one employment at 7 departures).

Now, the research staff consists of members of the academic staff involved in CDT projects financed through grants and national/international contracts, as well as persons with research attributions. The human resource policy of UASVM Iasi encourages the raise of the qualification level through doctoral and postgraduate programs as future full-time researchers or members of the academic staff.

The objectives of UASVM Iasi on consolidating its position on national level implies the development of doctoral study programs in all the fields of competence, this being an on-going process.

4.5. Inter-institutional cooperation

In accordance with its vision and strategy, UASVM is a key partner of the local/regional/national community. UASVM Iasi has played an active role in drawing up local and regional strategies of sustainable development and it is highly involved in the general effort of economic growth. UASVM Iasi is, at the same time, part of the community's life, developing continuous collaborations with the Agricultural Chambers, General direction of agriculture and rural development, County school inspectorate, Payment agencies and interventions in agriculture from the counties of the North East Development Region, as well as with other local entities which allows a quick answer to the community's needs. For a few years, the university has been co-organizer of the Fair of traditional/ecological alimentary products, the International AGRALIM fair, wine and gastronomy fairs. USAMV Iasi is an active member within the national UASVM university consortium.



At the level of the national higher education, UASVM intends to strengthen its position in the category of the “universities of education and scientific research” by promoting advanced researches and excellence in education as it aspires to a place in the first category, of the universities of advanced research and education.

At an international level, USAMV Iasi has continuously developed cooperation relations with other universities, having cooperation agreements with more than 30 universities. The university, as partner or collaborator, has developed and implemented various transnational projects, promoting pilot projects, obtaining significant results for modernizing the infrastructure of technological transfer and international cooperation.

4.6. Student support services

UASVM Iasi offers a wide range of student services and it is constantly seeking to improve and increase their number, according to the strategic objectives. Providing adequate education as well as real support to the students is a strategic objective itself.

Online access to the e-learning platform developed as a wide database, is beneficial for all the students. They can log in and access learning instruments, check their grades as well as various articles from national and international scientific magazines. The university has 205 rooms with internet connection where the students have free access, in the campus and in the university library. Improving the platform for the teaching activity represents an aim which can be fulfilled by the joint effort of the academic staff (providing the learning material and using the facilities of the platform in the teaching activity), the students’ and the administration’s (thus making the platform more friendly).

The investments made in the modernization of the laboratories and the teaching rooms provides the students access to modern concepts, new methods and instruments, creating a support network for the students. The resources of publications and documents are available at the university’s library, just like the individual resources of the faculties, with periodically renewed subscriptions. At the same time, there is useful information on the services and the opportunities provided by the university, published on the university’s web site.

The student guide, specific for each faculty, provides complete information on the university curricula, internal regulations, university’s facilities as well as useful information about the city.

The university constantly invests in increasing the comfort of the student hostels. Now, in the student hostels from the campus there are more than 1550 available places, partly modernized in the last few years with video surveillance, internet connection and TV in each room. Sport facilities (sport fields and gym) are in continuous development, ensuring optimal conditions for specific activities.

The university has developed a Career counselling and orientation centre, which provides specialized counselling for finding a job and periodically organizes job fairs.

The international exchange programs (Erasmus, Leonardo) represent good opportunities for the students to beneficiate of abroad educational experience, and the programs are actively promoted, including those coordinated by the students’ associations.

Other support services meant to improve the students activities are the university’s and the faculties’ web sites, the support system for financially disadvantaged students (social scholarships, lower taxes) as well as for performance students, subventions for public transport (local transport network and railway transport).

4.7. Funding

UASVM Iasi is financed from public fund and from funds resulted from the students’ taxes, research and technological development activities, training courses, economic contracts and sponsorships etc.

Public financing is assigned annually, based on the number of students financed from the budget and the quality criteria. The percentage of supplementary financing based on quality criteria has been always above the one considered as mean allotment, being of 33% in 2009, 32% in 2010 and 35% in 2011. The value of the funds drawn in this national competition between the universities has continuously increased in the last four years. The funds dedicated to investments in infrastructure and modernization (Appendix 14) are also partly covered by governmental funds. The university’s funds are used to cover the current expenses



(personnel costs, investments in developing infrastructure and modernizing, utilities, etc.) as well as for financing the strategic priorities.

In 2011, the university's total budget was of 106.893.746 lei, 29.04% of which from governmental financing, 15.85% research and technological development (research projects, education and development grants, technological contracts, educational and career development projects and 55.11% from other funds. While the university total budget increased in the last years, the percentage of governmental funds registered a continuous decrease. Confronted with this challenge, good financial management was necessary as it combined quality assurance and efficient use of funds, according to the university strategic options.

The funds drawn through research projects are spent according to the budget approved for each project. The expenses from subventions and contracts are annually approved by the university Senate and they are used to support the development of projects.

Annually, part of the budget is used by the university leadership for putting into practice new initiatives. These initiatives are discussed and validated by the University Senate and cover themes of interest for the entire academic community. Some examples are: the university's library renovated and fully modernized between 2007 and 2008; multi-media installations in all lecture rooms, free internet for students and internet access in the student hostels.

Each year the rector presents the Annual report on the university state, including all the aspects related to university's activity, from teaching, research to strategic evolution, human resources, students, community services, financial results.

This report is validated by the Senate and represent an important reference point taken into consideration when deciding for the next year. The independence from public funds is impossible to achieve by a state university, but, being dependent of public financing, is exposed to a continuous risk of sub-financing and consequently, limited progresses have been recorded. The decisions of the operation management that focus on increasing the attracted funds and their distribution are validated by the Senate and are applied at the level of the faculties, departments, centres or research laboratories.

The main strong point of financing consists in the attraction and the consolidation of previously mentioned extra budgetary funds with which the objectives foreseen in the Operational plan and the Strategic plan can be fulfilled. The efficiency of using the extra budgetary funds increases by properly prioritizing the needs of the main objectives considered.

One of the weaknesses is represented by the decrease of the budgetary allocation with special destinations (maintenance of the patrimony, equipment and other investments, subventions, computers) with 25% for 2012, which lead to the use the own incomes for covering these costs. The underfinancing from the state budget finds itself too in the co-finance of research projects from external sources or in blocking important financial resources, on long term, due to some malfunctions in the development of the programs from structural European funds.

5. QUALITY EVALUATION PRACTICES

5.1. Evaluation policies and strategies

For the elaboration of the methodology and the instruments necessary for implementing the quality standards at UASVM Iasi, including assuring the compatibility and the comparability with the international reference standards, the national and international legislations has been considered.

For implementing the quality criteria of all the university activities, starting with December, 1st 2006, it has been set up the Quality assurance department which collaborated with the profile commissions from the faculties and university.

The university commission for quality evaluation and assurance coordinates the procedures application and the evaluation activities and quality assurance foreseen by the Law and the Senate's decisions; makes proposals for improving the quality of the university activities.

The Quality assurance department is subordinated to the Commission for quality evaluation and assurance from the university Senate. It assures management quality by planning and drawing up the self-



evaluation reports and the specific documents for quality assurance, training the personnel on quality assurance, the development of internal and external evaluations.

At the faculties and departments level directly subordinated to the university, which organize legally authorised and legally accredited study programs and at the level of the departments and secretariats, are organized sub-commissions for quality evaluation and assurance.

The faculties and departments directly subordinated to the university, which organize legally authorised and legally accredited study programs, as well as the directions and the secretariats elaborate and adopt their own strategies and assure the functioning of their own sub-commissions for quality evaluation and assurance.

5.2. Methods for implementing evaluation policies

UASVM of Iasi uses a management system that respects the EN ISO 9001:2000 and EN ISO 9001:2008 standards in the field of administrative, patrimonial, financial and staff, social and secretariat services which support the educational and scientific processes.

The concerns of the managerial team for assuring quality to the students' life conditions according to the European standards are expressed also by the implementation and the certification of SR EN ISO 22000:2005 which certifies that UASVM Iasi applies a management system that corresponds to the previously mentioned standard in the field of public administration services carried on through the cafeteria-restaurant.

The quality evaluation practices of UASVM of Iasi express the functioning manner and the way in which the proposed objectives are reached for achieving performance educational and research processes.

In quality assurance there are taken into consideration the following key factors: conformity, adequacy to the aim; satisfying the students' requests.

Quality assurance is an integrant part of the process of institutional development, this is why UASVM Iasi includes it as an important element of the Strategic plan and the Operational plans. The internal evaluation reports of the faculties lay at the basis of the operational plans and at the modifications of the strategic ones.

Quality assurance of educational processes is accomplished by an ensemble of concrete actions meant to develop the institutional capacity of elaborating, planning and implementing performance study programs, which contribute at increasing the beneficiary's trust in education, in that UASVM Iasi fulfils the quality standards and it is permanently concerned about this (Appendix 5).

Quality assurance stands for the university's capacity, the faculties', departments' and other entities with educative activities, to provide educational programs according to the standards proposed. The quality evaluation system is conceived such to carry on the following functions:

Improve the current activity - the evaluation must be opportune, to prevent the apparition of major dysfunctions and at the same time it must clearly show what has been accomplished and what has not been accomplished in past activities;

Provide feed-back for the important groups of interest - the results of the actions must be known by all the actors involved in the educational act and by the community as a whole so these groups of interest can judge if the "investment" had or not the desired impact and if it is worth continuing or not;

Revise and optimize the university's educational strategies and policies - in order to be more useful in accomplishing the institution's mission.

The methodology for quality assurance in education includes criteria, reference standards, performance indicators and qualifications and relies, naturally, on the quality of human, material and financial resources.

An important role in quality assurance is played by the internal and external evaluation.

The internal institutional evaluation realized annually by the Commission for quality evaluation and assurance with the support of the Quality assurance department materialized into a report presented to the university Senate and published on the university web site. The results of the evaluation are capitalized by a SWOT analysis for improving the quality management system.

The internal evaluations of the study programs performed by the quality commissions from each faculty or department are meant to improve the curricula.



The external evaluation of the study programs is performed periodically by ARACIS. In the last five years there have been evaluated all the university's bachelor and master study programs. After the evaluation, 13 bachelor study programs and 19 master study programs have been accredited.

The evaluation of the research activity performed by the academic staff is done annually and relies on criteria established at university level. The evaluation of the quality of the scientific research is based on the scientific level of the research themes, the results obtained from accepting them in prestigious publication, internationally rated.

The evaluation of the academic staff is performed annually, using:

- the collegial evaluation on departments level, on groups of disciplines, the responsible one for monitoring the collegial evaluation being the Annual evaluation commission of the academic staff, organized at the level of each department;
- the semester evaluation of the academic staff by part of the students, using the forms approved by the Senate;
- the managerial evaluation of the academic staff performed by the manager of the department based on the evaluation form realized by the university's Board of directors;
- self-evaluation, based on the form realized by the Board of directors.

The results of the evaluation are discussed by the dean, the department manager and the person evaluated, being analysed individually, processed statistically at department, faculty and institution level and then presented at faculty and university level for improving the quality and realizing quality education policies.

On promoting the academic staff, the evaluation results concerning performance in education and research are considered as well as other activities performed in the use of the academic community, respecting the regulations in force on evaluating and awarding the academic titles. This evaluation is taken into consideration when awarding distinctions, gradations, stimulants as well as in establishing the differentiated financial retribution.

After implementing the quality assurance management, in the past five years UASVM of Iasi obtained the following results:

- for the academic years 2009/2010, 2010/2011 and 2011/2012 it has obtained a supplementary financing of over 2-5 % than the basic financing by overtaking the quality standards established by UEFISCDI;
- at the external institutional evaluation performed by ARACIS in 2007, USAMV Iasi obtained the certificate of "university with high level of trust";
- the external evaluation commission from MECS for university classification included USAMV Iasi in category B - university of education and scientific research (9th place from 22 universities);
- from the external evaluation of the study programs performed by MECS, 6 specializations have been considered A class, 3 programs of B class, 3 programs of C class and one E class program.

6. STRATEGIC MANAGEMENT AND CAPACITY TO CHANGE

6.1. Strategic management policies

The strategic management of USAMV Iasi relies on the SWOT analysis that was performed at the level of the four faculties: Agriculture, Horticulture, Animal husbandry and Veterinary Medicine, on the three directions of activity (didactic, research and administrative), for identifying the strong points, the weaknesses but also the opportunities and the threats of the academic, economic, social environment in order to evaluate the capacity to change and improve the activity.

Referring to the management of USAMV Iasi the requirements mentioned in the national and European legislation have been respected.

The management of USAMV Iasi has a systemic approach, underlined by the accumulation of the effect of four distinct subsystems present both at academic level and administrative, namely: *methodological, decisional, informational and organizational*.



According to the provisions of Law no.1/2011, the university's management structures have been reorganized and the university Charter, regulations, methodologies and procedures have been up-dated as they lay at the basis of performance strategic management.

6.2. Implementing strategic management policies

The academic structures, decisional competences and the election manner of the management organisms at the level of USAMV, the specific principles and norms that lay at the base of the activity of the community members in the university as well as the regulations regarding the activity of the auxiliary, technical and administrative academic staff are presented in the university Charter, the Internal regulation and the General function regulation.

For the activity performed in the university to be efficient, decisional transparency must be assumed by the university management. Decisions are taken according to the principles of participative management and are based on objectives, providing a continuous dialogue between all the participants at the academic activity. For assuring this type of management, the university Rector, along with all the other members of the Board of directors have implemented an opened working environment in which are analysed all the opinions and the points of view on improving the quality of academic activity.

In this managerial activity, the students are considered partners, being represented in the Senate, the Board of directors and the Faculty councils. The students from the academic management structures represent the students' interests, point out the problems they confront themselves with, collaborate and take part at improving the situation of the student community.

The university management is constantly preoccupied of the substantiation, elaboration, implementation, monitoring, evaluation and correction of the USAMV strategy. Thus, annually, there are presented in the plenum of the Senate reports regarding the activity of USAMV, in which it is underlined to what extent the strategic objectives have been fulfilled, the causes which lead to malfunctions and deviations, their implications on the university's managerial potential and economic viability and the strategic and tactical recommendations focused on the causes of the weaknesses.

The statute of university of education and scientific research compels to increase the strategic dimension of the academic and administrative management not only by promoting but also by putting into practice and evaluating the strategic management considering its real performances.

For achieving the USAMV objective of being classified as university of advanced research and education, the entire academic staff is involved in academic research activity, focusing on attracting the young ones in the research teams, organizing interdisciplinary teams and orienting the university scientific research towards European research programs, in partnership with the universities from the EU and the associate countries, as well as fulfil the research results in ISI journals.

7. CONCLUSIONS

For establishing the best direction to follow for achieving academic progress and excellence a punctual analysis of the present situation and of the problems with which the management team of UASVM confronts itself with has been performed, identifying the strong points, the opportunities, the threats and the risks generated by academic, economic and social activities.

7.1. Strong points

The university provides performance study programs for all the three cycles: bachelor, master, Ph.D.

The main bachelor study programs are in classes A and B.

The university provides study programs for continuous education, with postgraduate specialties and postdoctoral studies.

In the university are professors with wide experience in teaching and research, appreciated on national and international level.

The university has a very good image in the academic, economic and social environment, at local, regional and national level.



USAMV Iasi is member of AUF (Agence Universitaire de la Francophonie), EUA (European University Association), founding member of IAESTE (The International Association for the Exchange of Students for Technical Experience) and member of CASEE (Association for European Life Sciences Universities).

It has well organized training centres and collaboration agreements with other similar institutions and units where specialized training can be performed.

The incomes from other sources of financing represent more than 60% of the university total budget.

The applicative research activity is complex and interdisciplinary.

The university has modern research infrastructure.

7.2. Weak points

Increased budgetary underfinancing for the university fundamental activities.

The possibility to bring new people for research and teaching activities is blocked by law.

Oversized teaching loads and the large number of students in a group due to underfinancing and the reduced number of university teachers.

The heterogeneous level of the students' education due to different high school training, social environment, social and domestic possibilities.

At the newly organized specializations the necessary equipment for the specialized practical training is yet insufficiently developed.

The researches have modest results because of: the lack of specialized personnel, low number of projects with European financing, low number of master and doctoral students involved in research projects.

Small number of articles published in ISI quoted journals, small number of invention patents.

The technological transfer activity of the research's results is low.

7.3 Opportunities

Aligning the university at the national development programs and professional reconversion.

High attractiveness of some study programs (Veterinary medicine, Economic engineering in agriculture, Technology of processing agricultural products, Control and food expertise, Engineering and management in catering and tourism);

National and international traditional partnerships and cooperation, with possibilities to expand.

The interest of the young people and of the employees in the area, earned by tradition and quality, in most of the study programs included in the educational offer.

Allocation of funds for applicative research, by the European Commission within the CAP, between 2012-2020.

Increased demand of applicative research from the economic environment.

Stimulating research performance due to the promotion criteria established by MECTS.

Increased number of master and doctoral students after implementing the Bologna system.

Free access to information and formation sources regarding the development of the research activity at national and international level.

Possibility to capitalize the results of the researches on national and international level.

The university fulfils the eligibility conditions for accessing financing programs.

Existence of vacant positions with the possibility to promote the young members of the academic staff or hiring new personnel.

Having and using training bases in different pedo-climatic regions.

7.4. Threats

Fewer candidates due to demographic reasons.

The inconsistent application of quality management principles and methods.

The competition of the private higher education and of the European universities with tradition.

The large number of students giving up studying for various reasons, including financial reasons.



Lower interest and fewer expectations from the part of the academic staff and the researchers, in self-education and performance in teaching and research activity due to a complex of factors (lack of motivation, financial possibilities, acknowledgement of the statute in society)

The risk that young teachers might leave because of the small incomes.

The lack of a legislation that facilitates hiring young graduates.

The lack of attractiveness in research careers.

The globalization of research, the competition with powerful universities and research centres after the admission in EU;

The researcher insecure statute, especially in the institutions providing higher education.

7.5 Action plan

Correct the weaknesses

1. Intensify the efforts for attracting extra budgetary funds for covering the existent underfinancing;
2. Passing from the admission based on high school results to exam-based admission for reducing the heterogeneous level of the students' education;
3. Develop the necessary material base destined to the newly set up study programs;
4. Financially stimulating the academic staff for increasing the efficiency of scientific research;
5. Setting up a technological transfer centre for putting at the disposal of economic agents, the results of applicative researches;
6. Promote the research projects in public-private partnerships.

Strengthen the strengths

1. Rational and efficient management of the university's material base;
2. Develop and increase the quality of the study programs classified as A and B class study programs;
3. Expand the study programs for continuous learning by setting up new postgraduate specializations and postdoctoral studies;
4. Intensify the efforts for promoting the young members of the teaching staff when fulfilling the performance criteria;
5. Introducing the young members of the teaching staff into complex, interdisciplinary research teams;
6. Involving the university in solving local, regional and national social economic problems;
7. Expanding the partnership agreements with internationally acknowledged universities and research institutions.

Iasi, 10th of October 2012

RECTOR,
Prof. Ph.D. Vasile VÎNTU

CHARTER

The „Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine from Iași

CHAPTER I - GENERAL PROVISIONS

Art. 1. (1) The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine from Iași, hereinafter acronymed UASVM Iași, was evaluated and accredited by ARACIS in 2007 and was awarded the "high confidence" qualification.

(2) USAMV Iași is an autonomous, state-run, higher education institution, of legal status, strengthened over 100 years of existence as a European entity within the Romanian educational system, forged through continuous development and upgrading, operating under the laws of the Romanian Constitution, the national education legislation and the current Charter.

Art. 2. In its institutional relations and with other members of society, the identity of the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine is defined by its:

(1) Name: The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine Iași (UASVM Iași);

(2) logo, seal and formal ceremony attire, established by the Senate;

(3) Headquarters: located at No. 3 Mihail Sadoveanu Alley, Iasi, Romania, code 700490, tel. 0232/213069, 0232/407407, fax: 0232/260650 e-mail: Rectorat@uaiasi.ro, website: www.uaiasi.ro;

Art. 3. The Charter is the document that establishes the mission of the university, academic principles, objectives, structure and organization, under the Universal Declaration of Human Rights, the "Magna Charta of European Universities" signed in Bologna (1988), The Bologna Declaration on the European Higher Education Area, as well as the Romanian Constitution and law.

Art. 4. (1) UASVM comprises: faculties, departments, centre / research laboratories and can set up professional, cultural or sports associations, businesses, and foundations.

Art. 5. (1) Under the provisions of this Charter, in compliance with the National Education Law no. 1/2011, the Senate drafts and adopts specific regulations regarding the University organization and functioning, constituting Annexes of the Charter which are part of it.

(2) Regulations complementing the Charter include:

R1 - the election of management structures;

R2 - occupying teaching and research positions;

R3 - organizing students enrolment procedures;

R4 - initiation, approval, monitoring and evaluation of academic curricula;

R5 - examination and assessment of students;

R6 - internal order;

R7 - professional activity of students;

R8 - bestowing scientific and honorary titles;

R9 - scholarships and other forms of support for students;

R10 - organization and conduct of postgraduate, master' programmes;

R11 - organization and conduct of postgraduate, doctoral studies;

R12 - organization of the ECTS credits transfer system;

Organization and functioning of:

R13 - the university

R14 - board of directors

R15 - university Senate

R16 - ethics and professional conduct committee

R17 - university quality assurance system

R18 - university administrative services

R19 - university library

R20 - scientific research activity

R21 - university residence halls and refectory

R22 - Department of Permanent Education and Distance Learning

R23 - Teacher Training Department.

(3) At the proposal of the Board of Directors or the Senate, further regulations may be developed that, after consultation, dialogue, debate, that also include the participation of the Union's representative, following Senate's approval and legal approval, will be included as annexes to this Charter.

Art. 6. (1) Teaching in UASVM Iași is conducted in Romanian. When appropriate, modules or curricula in foreign languages may be organized, in compliance with international requirements necessary for practicing professions covered by these programmes. Teaching at UASVM Iași is compatible with most prestigious universities throughout the country and abroad, based as it is on the transferable credits system.

(2) The academic curricula at UASVM is open to all Romanian and foreign citizens without discrimination.

CHAPTER II - VISION, MISSION AND OBJECTIVES

Art. 7. The **UASVM vision** is committed to be a national leader in higher education and research in plant and animal resources engineering, engineering and management, environmental engineering and veterinary medicine and to be among the best European universities in the field.

Art. 8. The **UASVM assumed mission** focusses on advanced scientific research and education through performance curricula at all levels of undergraduate and postgraduate training, in order to meet the needs of emerging companies. Thus, UASVM aims to generate knowledge through research, development, innovation and technology transfer, higher training level, to attract the best specialists and young people with high potential and scientific training.

Art. 9. In order to carry out its mission, UASVM Iași provides:

a) the training of specialists with good professional training in engineering, plant and animal resources, engineering and management, environmental engineering, biology and veterinary medicine, able to use scientific, technical, cultural and humanistic knowledge and to contribute to the technological, economic and socio-cultural progress of the Romanian society, under the rule of law, freedom and democracy;

b) general, specialized and cross skills training, compatible with the modernization stage of society;

c) high quality education;

d) obtaining and implementing research results and expertise in the field; master's and doctoral specializations in accordance with nationally and internationally recognized standards;

e) integration of centres / research laboratories in national and international networks of excellence and conduction of basic and applied research, for high value;

f) appropriate environment for the personal development of members of the academic community;

g) the logistics and professional basis for continuous education and training agronomic specialists for teaching in field institutions;

h) conditions for supporting national and international partnerships;

i) developing relationships with graduates and socio-economic environment;

j) transparent institutional management;

k) strengthening the academic community spirit;

l) carrying out activities which deal with the following CANE codes: 8030, 7310, 7320, 7430.

Art. 10. In order to accomplish the assumed mission, the UASVM **promotes excellence** and works to the following objectives:

(1) choosing fields and specializations, according to the material and technical endowment and the level of the labour market;

(2) continuous modernization of material and technical endowment, and also the educational process by improving the academic curriculum, the content of disciplines and the methodology in order to promote training forms adapted to the change and efficiency of the academic activity through a process of learning and assessment designed to stimulate the critical thinking and creativity of the graduates, giving them a real chance to compete on the open labour market;

(3) implementation of the university management based on modern requirements of quality and global finance, efficiency, effectiveness and accountability of the managerial dimension;

(4) increase the quality of learning and research / scientific expertise by providing necessary conditions: adequate educational facilities, information technology, libraries, research / expertise laboratories

Appendix 1 – University Charter

etc. and use the system to obtain competitive research programmes research at national or international level;

(5) the conservation, development, implementation and dissemination of scientific creation in the expertise areas of the university;

(6) improvement of the teaching and methodical activity of specialists who are teachers in school education;

(7) develop the own editorial activity to provide scientific information and documentation to the students, teachers and professionals in the fields of competence of UASVM Iași;

(8) the creation and development of specific research structures for higher education performance;

(9) further development of research and improvement of performance by capitalizing the experience of important universities and research centres in the country and abroad;

(10) using the criteria of teaching and scientific competence in the assessment and promotion of teachers, respecting the principles of morality and ethics;

(11) participation in international teaching and research programmes through bilateral agreements with prestigious universities in Europe and other continents;

(12) development and support of the internal and international cooperation activities;

(13) modernization of the services in support of student teaching;

(14) campus modernization;

(15) defend the democratic framework, based on respecting the university autonomy, rights and fundamental freedoms of the individual, in a state of law;

(16) heritage protection and development of the university.

Art. 11. In order to carry out specific activities that contribute to the mission and its objectives, UASVM may associate with other universities, national and international research institutions and economical agents, building business structures with mutual interest. Also, the university may co-operate with national and international governmental and non-governmental bodies, under the provisions of the law.

Art. 12. (1) UASVM Iași issues diplomas and certificates in accordance with the Romanian legislation.

(2) UASVM Iași issues diplomas, scientific and honorary titles in accordance with the Romanian legislation and its own regulations.

CHAPTER III - PRINCIPLES OF ORGANIZATION AND OPERATION

Art. 13. The university is secular and independent of any political ideological or religious influence, respects the diversity of opinions and guarantees to the academic community the possibilities of free development under this Charter, takes a set of skills and obligations in accordance with national policy options and guidelines of education development established by law, and its own interests.

Art. 14. The University is an independent community, whose members operate in complete autonomy and academic freedom in the university, based on the own heritage.

(3) The organization and functioning of the university are based on the following principles:

a) university autonomy;

b) academic freedom;

c) accountability;

d) quality assurance;

e) equity;

f) managerial and financial efficiency;

g) transparent institutional management;

h) rights and freedoms of students and academic staff;

i) independence of ideologies, religions and political doctrines;

j) freedom of national and international mobility of students, teachers and researchers;

k) consultation of social partners in the decision-making process;

l) focussing on student learning;

m) supporting learning throughout life.

(4) University adheres to the principles of the *Magna Charta Universitatum* (Bologna, 1988), according to which:

- a) The future of humanity depends on the scientific, technical and cultural development that is carried out in scientific research, knowledge, culture, artistic creation and performance sports centres;
- b) the role of dissemination of knowledge, that the university must assume to new generations, implies the need to address the whole society, whose social, economic and cultural future requires a constant effort of training;
- c) the university must ensure for future generations an education based on respect for the fundamental human values.

Art.15. (1) The teaching is inseparable from scientific research.

(2) Scientific research activity validated through papers published in journals from the main informational flow is an essential criterion for the evaluation of academic qualifications.

Art. 16. (1) UASVM promotes co-operation with other universities from Romania and abroad, which have formative and similar or complementary research activities.

(2) The university encourages the exchange of students and teachers, in terms of mutual recognition of skills.

Art. 17. (1) Higher education activities offered by the university, cover three cycles of high education: undergraduate, master's, doctoral and specialization studies or postgraduate training by full time, part - time or distance learning courses.

(2) All forms of education are organized, function and finish under the law.

Art. 18. The UASVM Iași ensures democratic professional development, increasing professional prestige, participation in management, ensures transparency of decision-making, implementation of regulations and strategies, on-going assessment and qualifications.

Art. 19. The UASVM Iași assures the respecting of copyrights militates against any forms of corruption, nepotism and plagiarism and promotes morality and partnership relations between staff and students.

Art. 20. The USAMV continuously improves its own educational environment for students to assimilate a number of professional and civic skills that enable them to work efficiently in a free and democratic environment.

Art. 21. UASVM is attached to the principle of free thought, promoting academic freedom, recognition of human rights and fundamental freedoms, ideological pluralism, democracy and law. Education and scientific research are free of any restrictions and political or religious ideological conditionings and promote respect for the living world and for natural environment.

Art. 22. The university educational system is based on principles of student centred education and permanent quality assurance, respect for academic freedom, equal opportunities, equity, transparency and dialogue with the social partners.

Art. 23. UASVM promotes measures to increase personal and collective responsibility in order to extend the participatory democracy, the professional prestige development, heritage development and protection, avoiding conflicts of interest, and imposition of rules of requirement and self-requirement for the academic attire, public relations, and institutional image.

Art. 24. Through quality of education, dialogue with society and adaptation to its real needs, UASVM Iași aims to contribute to the local, regional, national and European social, educational, economic and cultural development.

Art. 25. UASVM continuously improves its educational and research services, being open to all EU citizens. The university permanently militates for active integration within the European Higher Education Area (EHEA) and European Research Area (ERA) and for adhering to programmes in partnership with other European universities.

CHAPTER IV - THE UNIVERSITY COMMUNITY AND AREA

Art. 26. (1) **The (academic) community** consists of teachers, research and auxiliary teaching staff, students from all forms of training, as well as teachers and personalities who have been awarded honorary titles by the university.

(2) The academic community collaborates in its activity with the auxiliary and administrative staff, as part of the university community.

(3) In order to achieve continuity and performance in the spirit of the best academic traditions, among the members of the academic community there are also former teachers, researchers, university

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graduates (alumni), PhD and Doctors 'honoris causa', honorary professors or guests, and other people actively engaged in the academic life of the UASVM, however lacking any prerogatives or elective rights.

(4) Membership in the academic community can be gained, by law, the provisions of this Charter and internal regulations, if the requesting person meets appropriate legal requirements to the status that will get;

(5) The academic community also includes people who have been awarded the honorary membership status by the university Senate;

(6) Members of the academic community work together to achieve the mission and strategic objectives of the university and promote the identity and prestige of the university;

Art. 27. (1) The academic community of UASVM Iași is open to Romanian and foreign citizens without discrimination, under the provisions of the law.

(2) The fundamental criteria of belonging to and building a career in the academic community are professional competence and moral correctness.

(3) The university authority is determined by the teaching and scientific performance and moral behaviour.

Art. 28. The community members have freedom of thought, conscience, expression and association. They do their duties without discrimination or repression; have the right to join scientific or cultural, national and international trade unions, associations / foundations / professional societies for teachers, researchers, students and technical and administrative staff, according to the law.

Art. 29. (1) The academic community distances itself from any political activities and confrontations. University life is incompatible with any form of activity and political propaganda. The university premises cannot be used for political events and religious proselytizing.

(2) Membership in the academic community does not hinder any political or confessional activities of its members, as individuals, outside the university, but without harming the prestige and dignity of the university teacher.

Art. 30. The academic community is structured as follows:

a) students - reading undergraduate or master's programmes offered by various educational programmes or specializations, enrolled in different years of study, series and groups of study;

b) PhD students - within the doctoral schools, years of study, programmes, research projects;

c) postdoctoral researchers - within projects, subject areas and tutors;

d) Student trainees - within postgraduate and professional development study programmes of continuous training;

e) teaching and research staff - within departments, research centres or institutes;

f) auxiliary teaching staff with higher education - within departments, divisions, compartments, services and offices.

Art. 31. (1) The student, PhD student, postdoctoral researcher, student trainees quality is obtained after passing the admission examination, issuing registration decision and signing the study contract;

(2) The student quality is owned by persons from undergraduate and master studies;

(3) The PhD-student quality is owned by persons from PhD academic studies;

(4) Student trainees quality is owned by persons who follow a postgraduate program,

(5) The postdoctoral researcher quality is owned by persons who have obtained a PhD diploma in sciences and were admitted to a postdoctoral program offered by UASVM Iași, under the law.

Art. 32. Access to information is unlimited. The academic community is constantly informed about the decisions and development strategies established by the Senate and Board of Directors.

Art. 33. Members of the academic community are required to self-assess every year and are subject to periodic internal and external quality assessments, set by laws and national / internal regulations.

Art. 34. (1) Teaching and research staff may be the titular or associated;

(2) titular staff is holding a teaching or research function in the UASVM, obtained through contest, for an indefinite period, including staff receiving job reservation, under the law;

(3) The category of teaching and research staff may include those who meet training conditions provided by law, are able to fully exercise the rights, a consistent moral conduct and professional ethics and are medically and psychologically capable to fulfil that function;

(4) The staff employed for determined period has the status of associated teaching and research staff;

(5) The teaching positions are: junior lecturer, lecturer, reader, university professor;

(6) The research functions: research assistant, scientific researcher, senior researcher III, II and I;

Art. 35. In UASVM associate teachers may occupy the following positions - lecturer, associate professor and professor, whereas associate research staff may apply for such positions as research assistant, researcher, senior researcher III, II and I.

Art. 36. Auxiliary staff and non-teaching staff duties are set out in individual job sheet, endorsed, where appropriate, by the dean, the director of the department, the doctoral school head or functional department head and approved by the Rector, and is attached to the individual employment contract.

Art. 37. All members of the academic community are required to comply with the educational legislation, the present Charter and internal regulations of UASVM Iași.

Art. 38. (1) **The university area** consists of all buildings and grounds, university campus, teaching resort, practice bases, university clinics, equipment of any kind and destination used by UASVM Iași for education and research, practical activities, living, meals and study, cultural and sporting activities, as well as administrative activities, regardless of legal title under which is entitled to use them.

(2) The university area is inviolable and protected under the law.

(3) The members of the university community are beneficiaries of the university space.

Art. 39. The university community members and administrative staff are protected within the university premises by the authorities responsible for public order. Protection is ensured against a person or group of persons that attempt to affect the personal and professional dignity of teachers, students and other members of the staff, or preclude their rights and obligations.

Art. 40. Within university premises it is forbidden to carry out any ideological, political or religious propagandist activities that violate the law and the university's own internal regulations.

Art. 41. (1) The access of the UASVM community members onto the premises of the university, except special cases, cannot be restricted, under the laws and internal rules.

(2) The access of other persons onto the premises of the university is granted only in accordance with the law and the University Charter.

(3) In special cases, public authorities can intervene in the university space of UASVM Iași, under the provisions of the law.

(4) The rooms of the students receive the same legal protection as private homes. Authorities responsible for public order cannot perform routine raids and other operations without requiring the permission of the UASVM Rector or his delegate.

(5) The intervention of fire-fighters and ambulances, in case of emergency, cannot be limited and the circulation in the university area cannot be stopped.

(6) The right to strike cannot be exercised by prohibiting the access of the community members in the university area.

(7) The University Senate may regulate the limited access into the university during the night, during student holidays, public holidays or during the organization of activities with regulated access.

(8) People outside the academic community may enter only through access points established by the Board of Directors, with notice from security agents about the office / person they are about to visit.

Art. 42. (1) All members of the university community are obliged to take note and follow the Code of ethics and academic professional conduct annexed to the Charter.

(2) The Code sets standards of living within the university area and the way of solving conflicts of interest and incompatibilities.

(3) According to the Code and laws, it is forbidden for spouses, affines and relatives up to the third degree including to occupy functions at the same time, in management, control, authority or institutional assessment positions nor can they be appointed in PhD, assessment or contest committees, whose decisions are affecting the spouses, affines or relatives to the third degree inclusively.

Art. 43. The university is in permanent dialogue with the society and adapts to conditions of the market economy. Development of teaching, research, innovation, technology transfer and expertise is planned according to the labour market needs analysis and adapts to the criteria of financial efficiency. Priority is given to those programmes that prove to be successful and / or required by the labour market.

CHAPTER V - AUTONOMY AND ACCOUNTABILITY

Art. 44. (1) **The university autonomy** enshrined and guaranteed by the Romanian Constitution and regulated by law, enshrines the right of academic community to develop the Charter, to establish the mission, strategy, organization, operation and administration of resources, to manage and to exercise academic freedom in education, research, micro production and extension without any ideological, political or religious interferences, in relation with the authorities and institutions in the country and abroad.

(2) The University is driven by the principle of university autonomy, under the law and its own regulations.

(3) The university autonomy is manifested through organizational, functional, teaching, scientific, financial, administrative and legal autonomy.

(4) The university autonomy is exercised through specific skills granted to the university senate, Senate President, Board of Directors, Rector, vice-Rectors, General Administrative Director and to the faculty councils, department councils, deans, vice-deans and department directors.

Art. 45. The academic freedom enshrines and protects the rights of the academic community as a whole and of each of its member to participate, in accordance with the University's strategy, to teaching, research, artistic and sporting performance activities of the University, and to the organization and management of these activities, according to their own beliefs and choices, combining freedom of thought, exploration, expression, mobility, right to information, assembly and association, without any discrimination or coercion, under the law.

Art. 46. The organizational autonomy of the UASVM is achieved by:

a) academic freedom, exercised without any ideological, political or religious interferences, to assume a set of competencies and obligations in accordance with the options and national strategic guidelines of development of higher education and the own development strategy, under the law;

b) establishing and modifying the teaching organizational structures (faculties, departments, doctoral schools, postgraduate schools), research (laboratories and research centres, institutes, platforms), innovation and technology transfer (micro, spin offs, start-ups, incubators), advisory services (companies, public-private associations etc.) and technical and administrative structures, appropriate to achieve the mission and objectives of the UASVM under the law;

c) drafting own regulations, under the law;

d) the establishment, organization and functioning of the own management structure, which it considers effective and beneficial for the functioning of the university;

e) determining the method of election of the Rector;

f) electing the management positions, under the law;

g) determining the human resource needs and selection of the teaching, research, technical and administrative staff, according to the own criteria, established by law;

h) teaching, scientific and administrative cooperation with similar institutions in the country and abroad;

i) granting teaching, scientific and honorary titles;

j) issue of diplomas, certificates / attestations, according to the law;

k) participation or membership of national and international academic and scientific organizations, to setting up foundations and associations, under the law;

l) establishing the forms of cooperation and partnership with other institutions and participation in national and international unions and consortia;

m) organization of competitions for filling teaching and research vacancies, under the legislation and own competition methodology.

Art. 47. The UASVM **functional autonomy** is achieved by:

a) defining the mission and objectives of the University, the own development strategies, in line with the national and international strategic guidelines;

b) setting standards of academic excellence, learning objectives, ways of teaching, learning and assessment of student, teachers and researchers performance;

c) setting the function states in connection with human and financial resources available, with curricula and study groups, research, innovation and technology transfer strategy, in compliance with standards set by the Romanian Agency for Quality Assurance in Higher Education;

- d) conferring titles and scientific titles, under the law;
- e) development of curricula, given the stage of development of science, research results and dynamic of the professional framework;
- f) establishing the own methodologies for the admission, student registration and signing of study contracts, on-going evaluations of students, conducting exams for undergraduate, master's and PhD graduation, under the law;
- g) issuing diplomas, under the law;
- h) the scientific research orientation in accordance with its own strategy, in line with the national and European one;
- i) exploitation of the scientific research results, while respecting intellectual property rights;
- j) organization of continuous training and improvement of university community members;
- k) establishment and use of own signs and symbols;
- l) editing publications and managing publishers, printing, websites;
- m) organizing cultural and sports activities, establishment of foundations, associations;
- n) exercising of authority in the university area by ensuring order and discipline.

Art. 48. The UASVM **didactic autonomy** is achieved by:

- a) designing the own ways of teaching, under the law;
- b) organization of undergraduate, master and PhD degree programmes, based on educational plans and syllabi in line with national and international standards, under the law;
- c) organization of postgraduate specialization programmes, retraining and continuous training, under the law;
- d) organization of admission to study programmes based on professional competence, under the law;
- e) proposing the annual number of students in accordance with approved teaching capacity requirements and national and international quality education standards;
- f) organizing teaching for the programmes that have obtained authorization or accreditation for functioning from the bodies entitled thereto, at maximum requirements;
- g) establishing own standards for assessing the teaching and self-evaluation activity, under the law;
- h) establishing own criteria for teaching and research vacancies, under the law;
- i) establishing criteria and procedures for the allocation of transferable study credits and promoting an academic year;
- j) establishing the conditions for recognition and equivalence of studies or study periods in the country or abroad;
- k) establish criteria and procedures for on-going evaluation of students and organization of graduation exams, under the law;
- l) establishing specific criteria for the selection, recruitment and promotion of teachers and researchers, under the law;
- m) participation in national and international teaching programmes.

Art. 49. Scientific, innovation and technological development **autonomy** of the UASVM is done by:

- a) developing the own regulations for conducting scientific research, innovation, technological development, micro production and extension, as provided by the law;
- b) establishment of institutes and research, innovation, technological development, micro production and extension centres , as provided by law;
- c) conducting own scientific research, innovation, technological development, micro-production and extension programmes, or in collaboration with national and foreign institutions, own funded or from other sources;
- d) organization of advanced research postdoctoral programmes;
- e) promoting excellence in scientific research;
- f) participation in competitions for obtaining research grants provided by the National Plan, European programmes and other means of national and international research funding;
- g) establishing contracts with companies, associations and professional societies;
- h) establishing own standards for assessing the scientific research, innovation, technology development, micro production and extension activities, under the law;

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i) use of the incomes from the scientific research, innovation, technology development, micro production, extension, design, consultancy and expertise programmes for the development of the own material base and remuneration of staff performing these activities.

j) publishing journals and other specialty publications;

k) organization of scientific meetings with national and international participation;

Art. 50. The **financial and administrative autonomy** of the UASVM Iași manifest through:

a) determining the income and expenditure budget, in accordance with the needs and efficiency of using public funds, under the law;

b) establishing development priorities and investment needs;

c) managing, under the provisions of the law, the financial resources allocated from the state budget or from other sources, including income from tuition fees, own land management, based on internal priorities and decisions, respecting the financial discipline, and full use of extra income, without affecting allocations from the state budget;

d) determining the amount of fees and the conditions for granting exemptions or tax cuts, under the law;

e) developing activities in order to achieve additional revenue, through the establishment of companies, research centres / institutes, design, consultancy and expertise, micro production units micro and services, under the law;

f) establishing specific criteria for performance, merit and welfare scholarships, based on the general criteria for scholarships, established by law, and other incentives or forms of financial or material support, within available funds;

g) granting excellence and research scholarships, awards and other forms of financial support from the university's own funds, awards distinct from those allocated from budget resources, under the law;

h) creation and management of a fund to support research and award the research results;

i) promote decentralization of financial and administrative decisions in departments, under the law;

j) receiving and managing funds for new objectives and equipment, allocated according to the strategic priorities of teaching, research, innovation, technological development, micro production and extension development;

k) the right to receive donations, legacies, grants and sponsorships from individuals and businesses, under the law;

l) academic space and facilities management, in cost-effectively conditions, providing material base development of the UASVM, the faculties and departments, under the law;

m) the management of all assets, according to the own needs, under the law;

n) the sale of goods available that exceed the needs, according to the law;

o) performance of financial and banking operations, according to the own needs, according to the law.

Art. 51. (1). **Jurisdictional autonomy** of the university consists of its right to decide by its governing bodies on how to develop and implement the university Charter, well as in connection with all matters within its competence, under the law.

(2) The powers arising from jurisdictional autonomy cannot be delegated to bodies outside the university.

Art. 52. The university autonomy is applied to the entire academic community with the assumption of personal responsibility and accountability.

Art. 53. Accountability requires the academic community of the UASVM Iași to:

a) comply with the law, this Charter, its regulations and national and European higher education policies;

b) to impose regulations on quality assurance and assessment in higher education;

c) comply with equity and academic ethics policies contained in the professional code of ethics and deontology;

d) ensure the efficiency and effectiveness of resource management and disbursement of funds from public sources, under the institutional contract;

e) ensure the transparency of all decisions and activities, as required by law;

f) to respect the academic freedom of teachers, auxiliary teachers and researchers and rights and freedoms of students.

CHAPTER VI - THE ACADEMIC AND ADMINISTRATIVE STRUCTURE OF THE UASVM IAȘI

Art. 54. (1) The academic structure of UASVM includes: faculties, departments, institutes, research centres and laboratories, doctoral and postdoctoral schools, continuous training and distance learning centre, teaching resort, practical training facilities, university veterinary clinics, training and information centre, micro production and service units, knowledge and technology transfer centre, library, publishing, printing, etc. In the university structure, there are also the technical-administrative functions for the current activity and structures mentioned above.

(2) The UASVM organizes undergraduate, master, PhD and postgraduate training and professional development studies, and continuous full time, part-time and distance learning training;

(3) At the end of the studies, graduates receive diplomas or certificates in accordance with the form of graduated training and field. Graduates who have not passed the graduation exam receive, upon request, a certificate of study and a copy of transcript / learning situation;

Art. 55. Diplomas and certificates are issued by the Office for university papers, in accordance to the law;

Art. 56. The organizational structures of the University work with regulations approved by the University Senate, in the spirit of the university Charter, on the principle of underlying decisions on dialogue, debate and consultation. The university organizational structures can be modified at the request of the Board of Directors, with the approval of the Senate.

Art. 57. To achieve the mission of the university and the management and institutional contracts, to ensure criteria and quality standards and for the efficient management of the teaching, research and services activities, the university Rector may propose new organizational structures or require modification of existing ones, with the Senate's approval.

Art. 58. UASVM Iași can set for determined period, according to the projects undertaken, distinct research units in terms of revenue and expenses, which can have autonomy and own status, approved by the university Senate.

Art. 59. (1) The **Faculty** is the basic functional unit of the university that organizes and manages one or more programmes of study in one or more areas. The faculty may include one or more departments, doctoral schools, postgraduate schools and university extensions.

(2) The faculty operates on university types and study cycles, years of study, groups and subgroups.

(3) The faculties distinguish by specific admission and graduation conditions, study programmes, specialization areas and research topics.

(4) The faculty is headed by the faculty Council, chaired by the dean and the executive (operative) management is provided by the faculty council office.

(5) The curricula for the faculty specializations are validated by the faculty Council and approved by the university Senate.

(6) The evidence of students and their professional situation is held by the secretariat within each faculty.

Art. 60. (1) **Doctoral and postdoctoral schools** are organizational structures that are distinguished by specific admission and graduation conditions, and research and training programmes. Doctoral schools are headed by doctoral school Council that elects a director who is a member of the Council of University Doctoral Studies (CSUD).

(2) Doctoral schools operate under its own regulations, approved by the Senate.

Art. 61. (1) The **department** is an organizational structure subordinated to the faculty or to the Board of Directors, with educational, scientific research and micro production functions. The department has its own team of teachers and researchers and is headed by the department Council, chaired by the department director.

(2) The department may be composed of research centres or laboratories, doctoral schools, postgraduate schools and university extensions.

(3) The department is set up, organized or dissolved by the faculty Council or Board of Directors proposal, approved by the university Senate.

Art. 62. Faculties and departments may have their own organization and operation regulations, approved by the university Senate, in accordance with the internal Regulation of operation of the university.

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Art. 63. In order to increase accountability and efficiency of the academic management the UASVM applies decentralization of academic, scientific and financial activity at faculty and departments level.

Art. 64. To conduct continuous education, distance and part-time learning, within the UASVM operates a specialized department, the Department for Permanent and Distance Learning (DEPID). It provides to students, master students and specialists the courses and traineeships in the university specific areas. DEPID is headed by a department director.

Art. 65. Within the UASVM Iași functions the Quality Assurance Department (DAC). It establishes the criteria and self-assessment system for quality academic process, has own regulations, and is subordinated to the Board of Directors and headed by a director.

Art. 66. Within the University operates a Research, Innovation and Technology Transfer Department (DCITT), aiming at coordinating research, innovation and technology transfer activities. The department has administrative and financial functions, is headed by a Director and has its own operating regulation.

Art. 67. The Office for International Relations (BIS) is the organizational structure through which the University carries cooperation programmes with educational and research institutions abroad. The Office organizes the internships of students and teachers, is headed by an office chief and operates under its own regulations.

Art. 68. UASVM has the following organizational structures operating under own regulations, approved by the Senate: Administrative Office, Economic Office, Office of Applied Informatics, Financial Accounting Audit Office, Public Relations and Image Department, Office of European Programmes, Counselling and Career Guidance Centre, Centre for Technological Information, Library, the "Ion Ionescu de la Brad" Publishing House, the Agroprint Printing, The 'Agronomia' Sports Club, the teaching resort, practical training facilities. The duties, powers and their subordination relationships are established by the organization and functioning Regulation of the university and presented in the chart.

Art. 69. The UASVM academic structure for undergraduate studies, includes four faculties:

(1) Faculty of Agriculture, full time studies, undergraduate period of 3-4 years (180 - 240 credits): Agriculture field with specializations: Agriculture and Agriculture in Mountainous Regions (4 years); the Engineering and Management field, Economic Engineering in Agriculture specialization (4 years); the Food engineering field, Agricultural products processing technology specialization (4 years); Biology field, Biology specialization (3 years);

(2) Faculty of Horticulture, full time studies, undergraduate period of 4 years (240 credits), the Horticulture field, Horticulture and Landscape specializations; the Environmental Engineering field, Environmental Engineering specialization (4 years);

(3) Faculty of Animal Husbandry, full time studies, undergraduate period of 4 years (240 credits): the Animal Husbandry field, Animal husbandry and Fisheries and Aquaculture specializations; Engineering and Management field, Engineering and Management for Public Alimentation and Tourism specialization (4 years); Food engineering field, Food products control and expertise specialization (4 years);

(4) Faculty of Veterinary Medicine, Veterinary Medicine field, fulltime studies, 6 years (360 credits), Veterinary Medicine specialization.

(5) Distance learning (D.L.) in the UASVM Iași operates according to its own regulations, under the law, providing undergraduate training in the specializations: Agriculture, Economic Engineering in Agriculture, Horticulture and Animal Husbandry, with the same number of credits as full time.

(6) The faculties and specializations (fulltime and D.L.) are subject to licensing law and accreditation, regulated by Law 87/2006 on the approval of O.U. 75/2005.

(7) Higher education is cost-free, with funding from the state budget for the annual number of students approved by the MEdCTS, and with fees, under the law, with Senate approval, within the ARACIS approved capacity;

(8) The amount of fees and exemption is established by the University Senate.

(9) The status of fee student is maintained under the conditions established by the University Senate, on the criteria and performance standards and free places at the end of each university year, in accordance to law.

Art. 70. (1) Master studies with a duration of 4 semesters (120 credits), provide specialization in the undergraduate fields accredited or expansion and improvement of the training certified by the graduation diploma.

(2) The admission to the master studies is based on the general criteria approved by MEdCTS and specific criteria approved by University Senate.

(3) The master studies end with a master thesis, on the basis of which, after promotion, the graduates receive the master's diploma.

Art. 71. (1) The PhD studies, lasting 3/4 years, are organized in accordance with the Doctoral School Code and its own regulations approved by the Senate.

(2) The UASVM organizes PhD studies in the fields of agronomy, horticulture, animal husbandry and veterinary medicine.

(3) The PhD is fulltime and is conducted under its own regulations, approved by the Senate.

Art. 72. (1) The postgraduate training and professional development studies can be followed by graduates with graduation diploma. The University Senate, in accordance with the MEdCTS, approves the duration, curriculum and the way of completion.

(2) After completion, the graduates receive a certificate of completion of studies, as required by law.

Art. 73. (1) The Teacher Training Department (D.P.P.D.) works within the UASVM. Iași, based on its own regulation, with distinct curriculum approved by the Senate, approved with ord. 4343 from 17th of June 2005.

(2) Agronomic graduates can work within the field of education provided they have the D.P.P.D. graduation certificate.

(3) Preparing students for the teaching profession is an optional activity;

Art. 74. (1) The teaching resort is part of the academic and administrative structure of the UASVM Iași, representing an important component of the material base for education and research.

(2) The unit operates in self-funding conditions and includes specialized farms in direct correlation with fields and specialties of agronomic and veterinary medicine education.

Art. 75. The administrative structure and the number of positions are determined by the Senate, according to the proposal of the Board of Directors, in accordance with the objectives and strategy of the university.

CHAPTER VII - THE MANAGEMENT OF THE UASVM IAȘI

Art. 76. (1) **The leadership structures of UASVM Iași** are: at university level, the University Senate, the Board of Directors and the Board of doctoral studies, at faculty level, the Faculty Council and the Faculty Office, at department level, the Department Council, at Doctoral School level, the Doctoral School Council.

Art. 77. (1) The UASVM Iași management functions are as follows: Rector, Vice-Rectors, CSUD director, General Operating Officer for the university, Deans and Vice-Deans of the faculties, department director of each of the university's department, director of the doctoral school for doctoral schools and teaching resort director.

(2) The management functions from (1) cannot be cumulated.

Art. 78. Management structures and functions in the UASVM Iași are separated in a deliberative and control component, represented by the Senate, and one executive, represented by the Board of Directors.

Art. 79. (1) The election of management structures and people in leadership positions, and their respective skills, are set out in the Regulation for election of members in management structures and functions;

(2) The election of students in academic management structures, faculty / department Councils and the Senate is made by student organizations, in accordance to this Charter and other specific regulations, according to the specific representation number and timetable set by the Senate;

Art. 80. (1) The Charter establishes the specific decision-making skills for governing bodies of the University.

(2) Responsibilities and relations between these bodies are established by regulations approved by the University Senate, which form part of the University Charter.

Art. 81. (1) **The University Senate** represents the academic community and is the highest decision, deliberation and control forum in the university.

(2) The university Senate consists of 75% of teachers and researchers representatives and of 25% of student representatives.

(3) Representatives of the teaching and research staff for the Senate are elected by universal, direct and secret suffrage, by all holder teachers and researchers in the UASVM Iași.

(4) Representatives of the students for the Senate are elected by universal, direct and secret suffrage, by the students enrolled in fulltime study programmes at the UASVM Iași, from all the three educational cycles.

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Art. 82. (1) The number of members of the university senate is up to 40, of which 30 teachers and researchers and 10 students.

(2) The distribution of the number of faculty members to be elected to the Senate shall be determined by the UASVM Iași Regulation regarding the election of university management structures.

(3) The number of representatives in the Senate from each faculty or department shall be proportional to the holder teaching and research staff of the faculty, from the total holder teaching and research staff of the UASVM Iași.

(4) The number of student representatives in the Senate shall be proportional to the number of students from each faculty, from the total number of students enrolled at the UASVM Iași on the 1st of October of the academic year in which elections are conducted.

Art. 83. (1) The University Senate term is four years.

(2) A person may be elected as a member of the university senate for a maximum of three consecutive terms.

(3) The elected representatives of the teaching and research staff are members of university senate only while they have holder status in the UASVM Iași.

(4) The student representatives are members of the university senate only while they have the status held at the time of their election.

(5) The Board of Directors members cannot be part of the Senate, in accordance to the principle of management structures separation, but they are permanent guest at the meetings of the Senate.

(6) The University Senate is headed by a president, elected by direct and secret suffrage by its members. The Senate President chairs the meetings and represents the decision-making and deliberation body in relation to the Rector.

(7) University Senate shall meet in ordinary session, usually quarterly, and in extraordinary sessions.

(8) The University Senate may be convened in extraordinary sessions by the Rector, President or at the request of at least one third of members.

(9) The university senate sessions take place only in the presence of at least two thirds of all members.

(10) The decisions are taken by a majority of the present Senate members are enforceable for all university bodies and all members of the academic community.

(11) All Senate members have an equal vote. The President has the casting vote in case of equality.

(12) At the Senate meetings may come, as guests, representatives of representative trade unions from the UASVM Iași and others, with the approval of the President.

(13) The Senate operates in plenary and committee sessions. The main Senate Commissions are:

- a) Committee for education and teacher training;
- b) Committee on scientific research and technology transfer;
- c). Commission for funding, heritage, reform and institutional development;
- d). Commission for social affairs and relationship with graduate students;

Art. 84. University Senate has its own regulations of organization and functioning.

Art. 85. (1) Senate incumbent is required to organize at least six months before the expiration of its mandate, the referendum for the way of appointment of the Rector, to develop and approve the Regulation of the election of university management structures and management positions.

(2) The Senate shall be considered dissolved on the day of the meeting of the new Senate, elected by universal, direct and secret vote.

Art. 86. The University Senate has the following responsibilities:

(1) guarantees academic freedom and university autonomy;

(2) develops and adopts, after discussion with the university community, the University Charter and related regulations;

(3) approves, at Rectors' proposal, the institutional development strategic and the operational plans;

(4) approve, at Rectors' proposal, the university structure and organization;

(5) approves the budget and the budget division;

(6) develops and approves the assurance quality Code and university Code of ethics and professional conduct;

(7) approves the university Code of student rights and obligations from UASVM Iași, in accordance with the Code of student rights and obligations developed under the law;

- (8) adopts the election Regulations to regulate the elective processes regarding the university management structures, within 60 days from the validation of the report from the committee organizing the election process regarding the way of election of the Rector;
- (9) concludes with the Rector, through its President, the management contract;
- (10) controls, through its specialized committees, the Rector and Board of Directors' activity;
- (11) validates the elections and public contests for the academic and administrative structures and functions and confirm the results, excepting the Rector, who is confirmed by the Ministry of Education, Research, Youth and Sports;
- (12) validates the results of contests for hiring teaching and research staff;
- (13) approves, at the Rectors' proposal, sanctioning poor professional performance or violations of the Code of ethics and professional conduct, based on a methodology approved by the law;
- (14) approves, at the Board of Directors' proposal, the regulations and methodologies for:
 - a) admission to university studies;
 - b) the organization, conduct and completion of graduate and postgraduate programmes;
 - c) occupying teaching and research functions;
 - d) conferring the title of Doctor Honoris Causa, professor emeritus and honorary membership of the Senate;
 - e) recognition and equivalence of studies or periods of study in the country or abroad;
 - f) periodic review of the results and performance of teaching and research staff from the university;
 - g) quantification in conventional hours of various teaching and research activities from the teaching norm in accordance with law;
 - h) the organization and functioning of university structures;
 - i) any other aspects of professional and scientific activity;
- (15) in case of dismissal of the Rector by the MEdCTS, appoints a vice-Rector to represent the university and became officer until the election of a new Rector, in accordance with the regulation of elections;
- (16) approves the establishment, functioning, reorganization and dissolution of educational and research structures in the university;
- (17) approves the methods of development of national and international cooperative actions;
- (18) approves at least two months before the start of the academic year, the structure, calendar of specific educational activities for study semesters, and regulation of professional student activity;
- (19) approves the curricula of study programmes;
- (20) approves the Rector cancellation of certificates or diplomas when proves that they were obtained in violation of the Code of ethics and university deontology;
- (21) approves every year the undergraduate study programmes offered by the UASVM Iași and the double specializations, according to law;
- (22) approves every year the study programmes offered, in the fields accredited or provisional authorized for master studies;
- (23) determines the number and composition of the electoral office designated to coordinate the elections for the management structures and functions;
- (24) approves, in special circumstances, the proposal of the PhD supervisor and within funds available to extend the duration of PhD study program with 1-2 years;
- (25) approves the functions of teaching and research staff and the number of functions for auxiliary teaching and research staff;
- (26) may decide to increase the statutory minimum weekly teaching assignments, in compliance with quality assurance standards, without exceeding the maximum prescribed by law;
- (27) approves a reduction of the teaching norm for the staff that has a leading position in the university or guidance and control within the Ministry of Education, according to the law;
- (28) approves, at the proposals of the Board of Directors, teaching and research activities for the holder staff in other institutions of higher education or research;
- (29) approves the granting of sabbatical year, according to law;
- (30) approves the granting of honorary distinctions;
- (31) approves the study formations and dimensions in line with the requirements of quality standards compliance, under the law;

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(32) approves disciplinary sanctions, under the law;

(33) approves the analysis committees established by the Rector to investigate the discipline violations committed by members of the academic community;

(34) sets expenditure limits that are available to the Rector;

(35) validates the elections from the departments and councils of the faculty;

(36) validates the application for the election of the Rector;

(37) approves the methodology for the designation of the deans, through public competition organized by the Rector;

(38) approves the fees to be charged and the exemption or reduction of their pay;

(39) establishes, at the proposal of the Board of Directors, the conditions that modify the status of fee student;

(40) approves the formation of consortiums, including with research and development units, based on a partnership agreement, as required by law;

(41) approves the contract granting of the right to manage and use the patrimonial properties, companies or associations in which the University is associate or shareholder or foundations in which it is the founder, under the conditions provided for law;

(42) decides on any other academic fields, in accordance with the law.

Art. 87. (1) The **Board of Directors** is composed of the Rector, Vice-Rectors, the CSUD director, deans, General Operating Officer and a representative of the students.

(2) The Board of Directors provides executive management of the UASVM Iași and applies the decisions of the university senate.

(3) The Rector chairs the Board of Directors, as president;

(4) The Board of Directors meetings may be attended, as guests, by the representatives of representative trade unions, people from and / or outside the University, with the approval of the Rector.

Art. 88. The Board of Directors shall:

(1) propose to the University Senate strategies and policies on areas of interest of the university;

(2) propose to the University Senate the establishment, functioning, reorganization and dissolution of education and research structures in the University;

(3) develop and propose to the Senate the regulations and methodologies for:

a) the admission to university,

b) the organization, conduct and completion of graduate and postgraduate programmes;

c) occupying teaching and research positions;

d) conferring the title of Doctor Honoris Causa, professor emeritus and honorary membership of the Senate;

e) the fees to be charged and the exemption or reduction of their pay;

f) recognition and equivalence of the studies or periods of study in the country or abroad;

g) periodic assessment of results and performance of the teaching and research staff from the University;

h) quantification in conventional hours the various activities from the teaching norm, in accordance with law;

i) organization and functioning of the university structures;

j) any other aspects of professional and scientific activity;

(4) propose to the Senate new programmes of study and abandoning those that do not correspond to the university mission or are academically and financially inefficient;

(5) propose to the Senate, by July of each year, the academic year structure, regulation of the student professional activity and the calendar of the specific educational activities for each semester;

(6) consider and submits to the university senate for approval the curricula for university study programmes;

(7) consider and submits every year to the senate the undergraduate curricula offered by the UASVM Iași and the double specializations;

(8) propose every year to the university senate the study programmes within accredited or provisionally approved fields for master studies;

(9) in special cases, at the proposal of the PhD supervisor and according to the available funds, proposes to the Senate, the extension of the PhD study program with 1-2 years;

- (10) propose the study groups and their size, in compliance with efficiency and quality assurance standards;
- (11) propose to the Senate for approval the norms of teaching and research staff and number of functions for auxiliary teaching and research staff;
- (12) approves the proposals from the departments for teaching and research positions contest, and proposes them to validation in the Senate;
- (13) determine the conditions of contract for partnership with public institutions or operators;
- (14) proposes to the establishment of companies, foundations or associations, advisory committees from which to be part the representatives of business, and entitlement of management and use of property assets;
- (15) propose to the Senate the approval of teaching and research activities for the holder staff in other institutions of higher education or research;
- (16) propose to the Senate the granting of sabbatical year and duration of the resting leaves;
- (17) establish the periods to perform the resting vacation for university community members, under the law;
- (18) approve the proposals made by the Rector regarding the repetition of medical examination of employees;
- (19) develop and submits for approval to the Senate the strategic plan, annual operating plans, research plan, budget revenue and expenditure and prepares the annual accounts;
- (20) establish the number of vice-deans of each faculty according to the number of departments and its academic community size;
- (21) organize the contest for the position of General Operating Officer;
- (22) propose to the Senate the increase of the minimum weekly teaching assignments, in compliance with quality assurance standards and legal provisions;
- (23) at the end of each year, the Rector approves the report regarding the level of money for the research grants and the way they were spent;
- (24) approve the requests for unpaid leaves of holder teaching and research staff that from own initiative wishes to specialize or to participate in scientific research in the country or abroad;
- (25) propose to the Senate the study grants distribution studies on faculties and fields of study;
- (26) approve the annual procurement and investment, which is subject to approval by the Senate;
- (27) perform other duties determined by the senate, under the law.

Art. 89. (1) The **Faculty Council** is the decision and deliberative body of the faculty.

- (2) The Faculty Council consists of a maximum of 75% of holder teaching and research staff representatives, and a minimum of 25% of student representatives;
- (3) Teaching and research staff representatives are elected by universal, direct and secret vote of all holder teaching and research staff of the faculty;
- (4) Student representatives are elected by universal, direct and secret vote of all students registered in fulltime study programmes of the faculty from the three cycles of higher education;
- (5) The quality of representatives of the teaching and research staff is maintained as long as they have the status of holder in the faculty;
- (6) The quality of student representatives is maintained as long as they have their status held at the time of their election;
- (7) The meetings are chaired by the dean of the faculty;
- (8) At the Faculty Council meetings may come as guests, representatives of trade unions from the faculty, and others, with the approval of the Dean;
- (9) The Faculty Council meets monthly in regular sessions as planned quarterly and in extraordinary sessions at the request of the Dean, the Faculty Council Office or at the request of the least 1/3 of the number of members;
- (10) The Faculty Council meetings take place only in the presence of at least 2/3 of members. The Faculty Council decisions are taken by a majority vote of the present members;
- (11) Each member of the faculty council has the right to one vote;
- (12) For proper operation, the faculty council may establish specialized committees;

Art. 90. The **Faculty Council** shall:

- (1) adopt strategies and policies in the areas of interest of the faculty;

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- (2) define the mission and objectives of the faculty;
- (3) approve, at the deans' proposal, the faculty structure and organization, the annual draft budget of revenue and expenditure, the operational plan, the research plan;
- (4) approve the study programmes managed by the faculty;
- (5) propose to the Board of Directors new programmes of study and abandoning those that do not correspond to the faculty mission or are academically and financially inefficient;
- (6) annually analyse and submit for approval to the Board of Directors the study programmes offered, in the fields accredited or provisionally approved for university master studies;
- (7) analyse, improve and forward to the Board of Directors the curriculum of the university programmes they manage;
- (8) organize and monitor the teaching and practical training of students;
- (9) approve student expulsion and re-registration;
- (10) prepare the reports regarding the academic assessment and faculty and study programmes accreditation;
- (11) periodically assess the teaching and research activity of the faculty;
- (12) approve the scholarships granted to faculty students, based on the existing university regulation;
- (13) approve the annual report on the overall condition of the faculty, the degree of quality assurance and compliance of university ethics in the faculty and departments;
- (14) propose to the board of directors of the university the establishment, functioning, reorganization or abolition of departments;
- (15) monitor the dean, vice-deans and heads of departments activity, through its specialized committees;
- (16) approve the completing of two years of study in a single year, according to the law;
- (17) approve the norms of teaching and research staff of departments and submit them to the Board of Directors;
- (18) establish, at the proposal of the department council, the increase of teaching norm, for the teaching staff that is not involved in scientific research or the equivalent, and in exceptional cases, the decrease of the minimum teaching norm and supplementing it with research activities, according to the law;
- (19) approve the departments' proposals on the contest for teaching and research vacancies;
- (20) approve hiring specialists with scientific value recognized in the field, through inventions, innovations, awards, scientific publications in the country or abroad, as invited teachers and associate lecturers;
- (21) approve the assessment and re-assessment commissions of students;
- (22) approve at least two candidates for the selection contest for the position of faculty dean, according to the law;
- (23) revoke the consent given for the position of dean of the faculty, when is proved the violation of the Code of ethics and professional conduct and the legal provisions;
- (24) establish the disciplinary sanction applicable to the faculty staff, as appropriate, in accordance with art. 312 alig. (2) lit. a) and b) of Law no. 1/2011;
- (25) propose the number of students;
- (26) propose the teaching series, groups and subgroups;
- (27) propose specific admission requirements at all levels of education and organize, where appropriate, the admission contest;
- (28) propose to the Board of Directors the committees for admission and graduation exams;
- (29) approve the inter-university and inter-specialization transfer of students;
- (30) approve the applications for recognition or equivalence of studies, certificates and diplomas;
- (31) organize scientific meetings;
- (32) use material and financial resources provided by the university, with legal provisions;
- (33) have gainful activities for the benefit of the academic community;
- (34) propose agreements of cooperation with national and foreign entities;
- (35) prepare the annual activity report on quality assurance;
- (36) approve the schedule of teaching and practical training;
- (37) exercise other responsibilities established by the university senate and board of directors;
- (38) approve the distribution of integral or partial research grants, on study programmes;

(39) take other decisions needed for the faculty objectives fulfilment.

Art. 91. (1) The **Faculty Council Office** (FCO) is the executive body of the Faculty Council and consists of the dean, vice-deans, department directors and a representative of the students. FCO leads out the decisions of the Faculty Council and the planned activities, in accordance to the faculty strategy.

(2) The Faculty Council Office provides executive management between the Faculty Councils' meetings and its members participate at its meetings. The Faculty Council Office applies the strategic decisions of the Senate and the Board of Directors and Faculty Council resolutions.

(3) The Faculty Council Office shall: provide the current management of the Faculty; propose to the Faculty Council the establishment or abolition of departments, specializations, specialization directions, working committees and so on; periodically assess teaching and research activity in the Faculty and report it to the Council; fundament and propose the number of students; organize the admission and graduation contests, analyse and present to the Council the applications for recognition or equivalence of credits, certificates and diplomas; approves the list of students and master students receiving scholarships and other forms of support; manage given material and financial resources available to the Department, according to the law and the Council decisions.

Art. 92. (1) **The Council for University Doctoral Studies** (CUDS) is the co-ordinator of doctoral schools activity and is organized and functions in accordance with the Code of doctoral studies and its own regulation, approved by the Senate;

(2) The CUDS is headed by a Director, function assimilated with the one of vice-Rector.

Art. 93. (1) The doctoral school Council ensures, under the supervision of its director, operative management of the doctoral school;

(2) The doctoral school Council is elected by universal, direct and secret suffrage, by the PhD supervisors from the doctoral school in question;

(3) The new elected doctoral school Council is validated by a simple majority of the Senate;

(4) The doctoral school Council meetings are convened and conducted by the doctoral school director;

(5) The doctoral school Council shall meet in ordinary sessions, monthly, and in extraordinary sessions.

Art. 94. (1) **The Teaching Department Council** is a deliberative body elected by universal, direct and secret vote by the holder teaching and research staff in that department and helps the director of the department in achieving operational management of the department.

(2) The department Council consists usually of department Director, assistant director, secretary and two members. The department Council meetings may be attended, as guests, by representatives of laboratories, research centres and administration services.

(3) The new elected department Council is approved by the Faculty Council and validated by simple majority of the Senate;

(4) The Department meetings are convened and chaired by the department director.

(5) The department Council shall meet in ordinary sessions, bimonthly, and in extraordinary sessions.

Art. 95. The Teaching Department Council shall:

(1) develop and adopt policies and strategies on fields of interest of the department;

(2) propose changes in the department's structure;

(3) initiate proposals for new programmes of study and make proposals for abandoning those that do not correspond to the faculty mission or are academically and financially inefficient;

(4) analyse and submit to the faculty council the curriculum of the study programmes they coordinate;

(5) evaluate and approve the disciplines records;

(6) prepare the job descriptions and approve the annual activity programmes of the department staff;

(7) establish the procedures for the assessment of students in accordance with the general rules approved by the Faculty Council;

(8) analyse and approve the applications for recognition or equivalence of studies for disciplines they coordinate;

(9) assess the performance of the auxiliary teaching and research staff of the department;

(10) follow the achievement of the obligations by the auxiliary teaching and research staff;

(11) propose to provide rewards or sanctions, as appropriate, to the department staff;

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(12) prepare and approve the functions of teaching and research staff in the department in accordance with the law and decisions of the senate and submit them to the faculty council;

(13) approve the department Director proposals on increasing the teaching norm for the teachers not involved engaged in scientific research or their equivalent, and, in exceptional cases, reducing the minimum teaching norm and supplementing it with scientific research activity, under the law;

(14) initiate proposals regarding the contest for teaching and research positions;

(15) participate in contests for teaching and research positions;

(16) suggest the associated teachers for the vacancies;

(17) coordinate the research activity from the department and support the organization of scientific events;

(18) approve educational materials developed by the members of the department;

(19) use the material and financial resources available, under the law;

(20) participate in actions to obtain additional funds and resources;

(21) approve hiring valuable scientific experts as professors or associate professors invited;

(22) organize the elections in the department;

(23) approve the completing by students of two years of study in a single year, according to the law;

(24) initiate the proposals for the assessment and re-assessment of students;

(25) propose the establishment of collaboration agreements with partners in the country and abroad;

(26) prepare the annual activity report of the department.

(27) performs other duties approved by the senate, board of directors and faculty council, in accordance with the law.

Art. 96. (1) The management positions in the UASVM Iași are as follows - Rector, vice-Rector, director of CSUD, General Operating Officer, dean, vice-dean, department director, director of doctoral school, director of teaching resort.

(2) The functions from par. (1) cannot be cumulated.

Art. 97. (1) The elective procedures or public competitions for occupying management positions are regulated by the methodology developed by the Board of Directors and approved by the Senate no later than 60 days after the validation by the university senate of the report of the election office, that organize the election process for the way of designating the Rector.

(2) If a leadership position is vacant, there are held partial elections or public competition, as appropriate, within three months from the date of vacancy, based on the methodology.

Art. 98. (1) The **Rector** is the legal representative of the UASVM Iași, officer of the University and conducts the executive management;

(2) The Rector is elected by the university community, through means approved by universal, direct and secret vote of the holder teaching and research staff and student representatives in the university senate and faculty councils;

(3) The term of office for the is 4 years, may be renewed not more than once, after election or public contest;

(4) A person cannot be Rector of the UASVM Iași for more than eight years, regardless of the time of the mandates and their interruption;

(5) The persons occupying a managerial or public office position or a leadership position of leadership in a political party cannot perform the function of Rector during the mandate;

(6) The Rector is approved by the Minister, in accordance to the law;

(7) The confirmed Rector concludes an institutional contract with the Ministry of Education, Research, Youth and Sports;

(8) The confirmed Rector concludes for the term of the office, a management agreement with the Senate that includes management performance indicators;

(9) The Rector acts to implement the Charter, the university regulations and decisions adopted by the Senate;

(10) The Rector is responsible for his activity in the Senate;

(11) The Rector may delegate some of his skills to his vice-Rectors. While he is missing from the University, for serious reasons, the Rector may designate the vice-Rector who keeps his place;

Art. 99. Rector shall:

(1) carry out the management of the university;

- (2) lead the Board of Directors;
- (3) be university officer;
- (4) propose to the university senate the structure and operating regulations of UASVM Iași;
- (5) organize public contest for selecting the deans of faculties and issue the confirmation decisions for them;
- (6) organize contests for teaching and research positions;
- (7) submit for the approval of the university senate the annual draft budget and the report on budget execution;
- (8) be responsible for the proper management of assets and financial management of the UASVM Iași;
- (9) allocate from university resources the funds to priority stimulation of departments and best performing structures;
- (10) propose to the university senate, based on internal evaluation, the reorganization or dissolution of departments, research centres or underperforming research institutes, without prejudice the students and the teaching and research process;
- (11) sign official documents, diplomas and financial accounting documents prepared and issued by the UASVM;
- (12) issue decisions on the student registration system;
- (13) issue in written the decisions upon hiring, sanctioning, amendment and termination of work for the UASVM Iași employees;
- (14) cancel, with the university senate approval, a certificate or diploma when it was proved that was obtained by fraudulent means or in violation of the Code of academic ethics and deontology;
- (15) approve auxiliary teaching and non-teaching staff duties, set out in the individual job description;
- (16) ensure the contests for the teaching and research positions, respecting the quality standards within the university, academic ethics and law;
- (17) approve the composition and structure of the ethics and academic deontology commission, proposed by the Board of Directors and approved by the senate;
- (18) propose to the Board of Directors the repeating of full medical examination in situations of professional unfitness situations, due to psychological and behavioural situations;
- (19) seek the application of internal Regulation, Code of university ethics and deontology and other internal decisions of the UASVM Iași;
- (20) preside the contest commission to elect the general administrative director and approves him on the function, according to law;
- (21) submit to the university senate the report on the mission and strategic objectives accomplishment;
- (22) perform other duties decided by the senate, under the management contract and legislation;
- (23) design the strategic development of the University;
- (24) follow, exercise and ensures law, Charter and resolutions of the Senate enforcement;
- (25) convene the senate in extraordinary sessions;
- (26) coordinates and controls the operation of structures and services;
- (27) exercise the disciplinary authority over the university community, within the law and internal regulations;
- (28) allow registration / re-registration or expulsion of students;
- (29) For the purposes of accountability, the Rector:
 - a) presents to the university senate, in March of each year, the report regarding the university;
 - b) publishes his decisions and those of the Board of Directors;
 - c) declares on his own responsibility, the educational capacity of the university, in accordance to the law.

Art. 100. (1) The Rector may be dismissed by the senate, in the same conditions as he was elected, in the following situations:

- a) fails to meet the performance indicators assumed in the management contract and does not meet other obligations specified therein;
- b) violates the law and academic ethic regulations;

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- c) prejudices the interests and prestige of the UASVM Iași;
- d) is in one of the situations of incompatibility provided by law for the position of Rector.

(2) The Rector may be revoked by the Ministry of Education, Research, Youth and Sports, in accordance to the law, after consultation with the academic senate, by the vote of an absolute majority of members.

(3) In case of dismissal of the Rector, the University Senate is required to complete the designation of the new Rector within three months, with the legal provisions and send the name for confirmation to the MEdCTS.

Art. 101. (1) The **vice-Rectors**, established by the Rector in consultation with the academic senate, from the members of the UASVM Iași academic community, have duties and obligations established by the Rector, after the expressed written executive consent of his management plan;

(2) The number of vice-Rectors of the UASVM Iași ranges between two and four;

(3) The duties of the vice-Rectors are set by the Rector, and aim the organization of undergraduate and postgraduate study programmes, research, development and scientific innovation, public relations and national and international partnerships, financial management, heritage, quality assurance, social, cultural and sports activities, and other responsibilities.

(4) The term of office for the vice-Rector is four years, which may be renewed no more than twice;

(5) The vice-Rector is responsible for his activity, to the Rector and the senate;

(6) The vice-Rector can be dismissed by the Rector, in consultation with the academic senate, if he does not perform the responsibilities, violates the laws and ethical regulations, is in one of incompatibilities provided by law or prejudice the UASVM Iași interests;

Art. 102. (1) The **General Operating Officer** leads the UASVM Iași administrative structure and is responsible for the proper economic and financial management of the university;

(2) The post of General Operating Officer is occupied after the contest organized by the Board of Directors, whose results are validated by the senate;

(3) The reconfirmation of the General Operating Officer on his post is made by decision of the new Rector, based on the written agreement of executive support of the management plan;

(4) The general operating officer may be dismissed by the Rector, in consultation with the Board of Directors, if he does not perform the duties contained in the appointment decision, violates the law and standards of academic ethics or prejudices the interests of the UASVM Iași.

Art. 103. (1) The **dean** is responsible for the faculty management and represents the relationship of the faculty with third parties;

(2) The dean is selected after public contest, organized by the new Rector and approved by the university Senate;

(3) The dean appointed by Rector's decision becomes a member of the Board of Directors of the UASVM Iași for the term of his mandate;

Art. 104. The Dean shall:

a) carry out the management of the faculty;

b) lead the faculty council meetings;

c) implement the decisions of the university senate, board of directors, Rector and council faculty;

d) appoint the vice-deans, in consultation with the Faculty Council and establishes their responsibilities;

e) be responsible for selecting, hiring, periodic evaluation, training, motivation and termination of the employment contract of the faculty staff, according to law;

f) be responsible for the proper development of contests for teaching and research vacancies, in compliance with quality standards of academic ethics and law;

g) approve the job-description of the auxiliary and non-teaching staff of the faculty, according to law;

h) sign the papers regarding to the faculty activity, diplomas and certificates, as required by law, responding to the accuracy thereof;

i) be responsible for ensuring the quality of education at faculty level;

j) be responsible for the performance financial management in the faculty, including the attraction of additional sources of funding;

k) propose and implement the disciplinary sanctions established by the faculty council or the university ethics and deontology committee, according to law;

- l) decide to cancel the result of an assessment, if it was obtained in violation of the provisions of the Code of ethics and deontology;
- m) present to the faculty council, every year, in February, a report regarding the faculty;
- n) present every year and whenever is necessary reports to the Board of Directors;
- o) require to the department directors of the faculty the presentation to the council of annual reports after they have been discussed by members of the department;
- p) publish their own decisions and those of the faculty council;
- r) perform any other duties established by the faculty council, board of directors and senate.

Art. 105. (1) The Dean may be dismissed by the Rector, after the notification of the the Faculty Council and the approval of the Senate, if found at least one of the following situations:

- a) has violated the Code of ethics and professional deontology regarding the conflict of interest;
 - b) is in one of the situations of incompatibility under legal norms and Code of ethics and professional deontology;
 - c) fails to comply with managerial performance indicators established by the appointment decision;
 - d) violates the law and academic ethics regulations;
 - e) prejudices the interests and prestige of the UASVM Iași;
 - f) has been withdrawn his support by the faculty council;
- (2) The Dean may resign, by request to the Rector;
- (3) In case of vacancy of Dean, the Rector organizes a new contest to select the Dean, in accordance with the laws;

Art. 106. (1) A faculty may have up to two vice-deans, according to the number of departments and the academic community size;

- (2) The responsibilities of the vice-deans are set by the Dean.

Art. 107. (1) The department director provides the management of the department and is subordinated to the Faculty Council;

(2) The department director is elected by universal, direct and secret vote of all holding teaching and research staff of the department;

(3) After the validation of election results by the university senate, the department director is appointed by the decision of the Rector.

Art. 108. The **Department Director** shall:

- a) develop the state functions, under the law, and control the tasks provided therein;
- b) convene and chair the meetings of the department;
- c) contribute to the development and implementation of curricula;
- d) coordinate the research activity of the department;
- e) is responsible for quality management and financial management of funds from the department;
- f) is responsible for organizing the selection, regular assessment, training, motivation and proposes the termination of employment contract for the staff in the department, according to law;
- g) ensure periodic self-assessment of the department, to classify it according to law;
- h) is responsible for the proper organization of contests for vacancies in the department, according to quality, academic ethics and law;
- i) propose to the faculty council the increase of teaching norm, for the teaching staff that is not involved in scientific research or the equivalent, and in exceptional cases, the decrease of the minimum teaching norm and supplementing it with research activities, according to the law;
- j) participate in the establishment of general, specialized and cross-related skills, to the study programmes to which curriculum contribute the disciplines from the department coordination;
- k) perform any other functions on improving education and research activities conducted in the department.

Art. 109. (1) The **Department Director** may be dismissed by the Rector, with the Senate approval, in case of any of the following situations:

- a) has violated the Code of ethics and deontology regarding the conflict of interests;
- b) is in one of the situations of incompatibility under legal norms and Code of ethics and deontology;
- c) has breached the incumbent duties of the held position, regarding the performance standards in teaching and research of the department;
- d) brings prejudices to the interests and prestige of the UASVM Iași;

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e) at the request of one third of the holder teaching and research staff of the Department, validated by simple majority of the members of the department.

(2) In case of vacancy of department director, new elections are organized, in accordance with the laws.

Art. 110. (1) The **Doctoral School Director** provides the operative management of this structure;

(2) The Doctoral School Director is elected by universal, direct and secret vote of all PhD supervisors in this structure;

(3) After the validation of the election results by the university senate, the Doctoral School Director is appointed by decision of the Rector.

Art. 111. The **Doctoral School Director** shall:

a) develop the function states, under the law, and control the tasks provided therein;

b) convene and chair the meetings of the Doctoral School;

c) contribute to the development and implementation of the Doctoral School strategy;

d) coordinate the Doctoral School research activity;

e) is responsible for quality management and financial management of funds from the doctoral school;

f) ensure the periodic self-assessment of the Doctoral School, according to law;

g) is responsible for the proper organization of contests for the filling of vacancies for PhD students, with compliance with quality, academic ethics and law;

h) perform any other duties regarding the doctoral school activity.

Art. 112. (1) Doctoral School Director may be dismissed by the Rector, with the approval of the Senate, if found any of the following situations:

a) has violated the Code of ethics and deontology regarding the conflict of interests;

b) is in one of the situations of incompatibility under legal norms and Code of ethics and deontology;

c) has breached the incumbent duties of the held position, regarding the performance standards of the Doctoral School activity;

d) prejudices the interests and prestige of the UASVM Iași;

e) at the request of one third of the PhD supervisors, validated by a simple majority of the Doctoral School members.

Art. 113. The vice-Rectors carry out the duties delegated by the Rector by written order, after their validation by the Senate, as follows.

(1) **teaching and student issues:**

• coordinate the admission contest;

• coordinate and guide the development of educational programmes;

• coordinate and guide the quality assurance in education;

• coordinate the authorization, accreditation / re-accreditation of study programmes;

• coordinate and guide the doctoral training activity;

• coordinate and guide the development of teaching staff from high school education;

• coordinate the development of educational contests;

• coordinate and guide the preparation of function states;

• coordinate the policies of curriculums (curricula) and syllabi;

• coordinate the teaching quality monitoring;

• are responsible for operational planning, organizing and coordinating activities of the teaching staff;

• coordinate and guide the educational process methodology and materials and technical support policy;

• are responsible for retraining and continuous training;

• coordinate the distance learning process;

• coordinate and guide the activities of the graduation exams;

• coordinate the Publisher and printing activity;

• coordinate internal and international academic cooperation;

• are responsible for the proper functioning of the secretariats of the university;

• present to the Board of Directors the annual report on quality assurance in education;

(2) **administrative and economic activities, heritage and institutional development:**

- coordinate and guide the development of investment policies, repair and maintenance, and monitors their implementation;
- coordinate and guide the financial policies and monitors their accomplishment;
- aim to modernize and maintain the university's educational assets and heritage;
- are responsible for maintaining the optimum condition of assets;
- manage the university's endowment with technological equipment, computers and laboratory equipment;
- coordinate the communications system infrastructure;
- ensure the development of productive and gainful activities in the university area;
- ensure the judicious use of university facilities;
- submit a report on financial activities, human resources, investment, repairs and equipment to the Senate on an annual basis;
- submit to the Board of Directors the annual report on economic activity and heritage.

(3) scientific activity, innovation, technology transfer and international relations:

- coordinate and guide the scientific and technological research in the university;
- ensure the transfer of research results into business;
- coordinate the programmes of national and international scientific cooperation;
- coordinate and guide the research centres and laboratories;
- are responsible for employment, promotion, training and assessment of research staff;
- coordinate and guide the activity of obtaining grants, research contracts;
- coordinate the appearance of scientific publications and international quotation;
- are responsible for the activity of inventions and innovations, patents of research results;
- coordinate and are responsible for the internal and international dissemination of the research results, in ISI quoted journals or international databases;
- follow the accomplishment of research contracts;
- are responsible for national and international scientific events program;
- coordinate the scientific activity of students and professional and scientific competitions;
- are concerned with attracting foreign students;
- coordinate European integration activities of the university;
- coordinate the labour market research and the intercession of enrolment of graduates in production;
- coordinate and guide activity of the Library;
- coordinate the publication of promotional advertisements for the university;
- are responsible for the decisions and resolutions of the Board of Directors;
- coordinate the development of Board of Directors documents;
- submit to the Senate the annual report on scientific research, technology transfer and international relations.

(4) social activities, student and alumni relations and economic environment:

- coordinate and organize, together with the Student Union, the student accommodation in campus;
- support the Students Union in organizing and conducting cultural, sporting and scientific events;
- coordinate the allocation of scholarships, student camps and is responsible for their fulfilment;
- coordinate and are responsible for the counselling and career guidance of the students;
- provide the voluntary student activities in the University area;
- seek to maintain normal conditions of living in student hostels;
- ensure proper functioning of the canteen and restaurant services in the university;
- coordinate the activity of the University Graduates Association, following their evolution on the labour market;
- are responsible for internal and international cooperation in student problems;

Art. 114. The **General Administrative Officer** is mandated by the Rector with the organization and management of administrative and financial activities of the university.

Art. 115. (1) The **Academic Ethics and Integrity Commission** is composed according to art. 306 par. 2 of Law 1/2011 and Order no. 4492 of 06.07.2005, and functions on a regulation approved by the Senate;

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(2) The Academic Ethics and Integrity Commission has the mission to develop recommendations on university ethics, scientific research deontology, relations between different collectivity from the university community;

(3) The Academic Ethics and Integrity Commission analyses and resolves the complaints submitted by the teaching and research staff, regarding the decisions of the governing bodies of the UASVM Iași.

CHAPTER VIII - RIGHTS AND DUTIES OF THE UNIVERSITY MEMBERS

Art. 116. The teaching and research staff, auxiliary teaching and non-teaching staff from the UASVM Iași have rights and obligations arising from legislation, this Charter and collective agreement provisions.

Art. 117. Teacher **rights** guaranteed by this Charter, are:

- a) the right to professional affirmation and training;
- b) the right to use the material and university resources to achieve professional duties;
- c) right to exercise any intellectual property of lectures and results of teaching and research;
- d) the right to implement innovative ideas for modernization of teaching, with department approval;
- e) the right to assess the student performance, based on a validated system and according to their own conscience;
- f) the right to scientific research under academic freedom, in compliance with deontology of scientific research;
- g) the right to free communication of research results within the university and outside it, according to the law;
- h) the right to discuss the research results in the field of competence and propose standards of validation of knowledge;
- i) the right to freely express their professional opinions in the university and to initiate actions, outside of this area, if they does not affect the university's prestige and the dignity of profession;
- j) the right to participate in the leadership of the department, faculty or university;
- k) the right to vote and to be elected in leadership positions, in accordance with the eligibility criteria;
- l) the right to challenge any decision by superiors in the University Ethics and Deontology Committee and courts;
- m) the right to reserve the post, as provided by law;
- n) the right to join professional, cultural and sporting associations and trade unions, organized by the UASVM Iași or beyond;
- o) the right to participate in public and social life in their own interest and for the benefit of the university.

Art. 118. (1) The **duties** of the teaching and research staff and auxiliary teaching and non-teaching staff arise from this Charter in accordance with the regulations set in the of function state, and refer mainly to:

- a) the full and optimal accomplishment of professional obligations set out in the function states;
- b) compliance at all times with the university ethics standards;
- c) compliance with the university Charter and regulations established in accordance to it;
- d) representation of the university at national and international level, at proper scientific and ethical standards;
- e) compliance of duties that arise from the legislation and regulations of the university.

(2) In addition to the duties set out in paragraph (1), the teaching staff is required to meet the following rules of conduct in the university:

- a) to provide mutual respect and support in performing their professional duties;
- b) to make critical observations on the professional skills of another teacher only in presence of the concerned;
- c) to have dignified and civilized relations with colleagues, students and other categories of staff.

Art. 119. (1) The rights and responsibilities of research and auxiliary teaching and non-teaching staff arise from the general labour laws and the job-descriptions.

(2) This Charter guarantees to the staff categories referred to in paragraph (1) the right to:

- a) to take action on their own, outside the university, if they do not affect the prestige of the university;
- b) professional training in institutionalized forms;

c) to be respected in the university community;
 d) to be part of professional and cultural and sports associations and trade unions, organized under university auspices.

(3) The categories of staff mentioned in par. 1, are obliged to respect the same rules of conduct provided for teachers.

Art. 120. Meritorious activity of teachers can be rewarded by:

- a) public thanks addressed in department, faculty councils and Senate meetings;
- b) letters of appreciation from the Rector;
- c) university diplomas issued and given by the Senate;
- d) annual awards;

e) grant the merit salary or merit gradation according to the legal provisions and methodology approved by the Senate.

Art. 121. (1) Failure, due to negligence or bad faith of some professional duties, provided in the function state or job description, or breach of conduct detrimental to the interest of education and prestige of the UASVM Iași are disciplinary sanctioned, in relation to the seriousness, with:

- a) warning;
- b) reducing the basic salary, combined where appropriate with management compensation, for a determined period, in accordance with the legal provisions;
- c) suspension for a period of up to three years of the right of entry to a competition to fill a higher teaching position or a management, guidance and control function, as a member in doctoral, master or undergraduate committees in the UASVM Iași;
- d) dismissal from the management function;
- e) disciplinary termination of employment.

(2) material liability of teaching and administrative staff is established according to the labour law. The imputation decision and other documents for the damages recovery, are made by the Board of Directors, except for cases where, by law, should be otherwise.

Art. 122. (1) The proposal for sanction is made by the department director or research unit, by the dean, Rector or by at least one third of the total membership of the department or management structures.

(2) Disciplinary sanctions shall be applied in accordance with the law.

Art. 123. (1) Prior investigation of the facts before applying the sanction is mandatory and cannot exceed 30 days after the proposal was made. The accused persons' right to defence is guaranteed.

(2) Based on research results and depending on fact gravity, the sanctions shall be applied by:

- a) the dean, for the sanctions provided in art. 121, points a) and b);
- c) Rector, for the sanctions provided in art. 121, points c) - e).

Art. 124. Meritorious activity of researchers, auxiliary teaching and non-teaching staff can be rewarded by:

- a) public thanks addressed to the direct supervisor;
- b) annual awards;
- c) differentiated salaries, according to legal provisions and methodology approved by the Senate.

Art. 125. Failure, due to negligence or bad faith by categories of staff referred to in art. 119, of professional duties set out in the job description, or breach of conduct set out in this Charter are disciplinary sanctioned in relation to their seriousness, with:

- a) warning;
- b) salary and / or, where appropriate, management compensation reduction, for a determined period in accordance with the law;
- c) disciplinary termination of employment contract.

Art. 126. The proposal to apply a sanction is in principle, supervisors' attribution.

Art. 127. (1) The prior investigation of the facts before applying the sanction is mandatory and cannot exceed 30 days after the proposal was made. The right of the accused person's defence is guaranteed.

(2) Based on the investigation results and depending on the seriousness of the fact, the sanctions shall be applied by the superiors, according to the organizational structure of the university.

CHAPTER IX - FINANCING AND HERITAGE OF THE UNIVERSITY

Art. 128. (1) The UASVM Iași functions as an institution funded from the state budget, funds from research, extension, consultancy, organizing specific courses, production activities and services, micro production, dividends, rent, lease, association, fees, interests, donations, bequests, sponsorships, fees charged under the law from individuals or legal persons and other sources mobilized under the law, such as contributions from other ministries, loans or foreign aid. Income from sources other than budgetary ones are fully managed by the university, in accordance to the legal provisions.

(2) All UASVM Iași funding resources are incomes.

(3) The UASVM Iași funding from the state budget is based on the contract with the Ministry of Education, with two components: institutional agreement for core funding, for scholarships and welfare of students, for the institutional development fund, and financing investment objectives and complementary agreement to finance repairs, equipment and other investments, as well as accommodation and food subsidies.

The core funding from the state budget assures the average cost per equivalent student, field, study course and teaching language. Core funding is multiannual, ensuring throughout a course of study.

(4) The UASVM Iași may receive a separate fund for institutional development, from the MECS budget, based on the competitive criteria according to international standards.

(5) The funding of university research is made under the specific legislation of the research and development field.

(6) The remaining funds at end of year from the implementation of the budget provided in the institutional and complementary contract, and the funds for university research and the extra income remain available to the UASVM Iași and are included in the institution income and expenditure budget, without any payments to the state budget and without affecting allocations from the state budget in the following year.

(7) The University uses the income in terms of academic autonomy in order to achieve the objectives, respecting the laws and criteria of opportunity and efficiency. Revenues are used to ensure the salaries of employees, encouraging staff outstanding results, investments, endowments, capital and current repairs, modernization and rehabilitation of teaching facilities, research and production, own practice bases, support of internal research, internal and external internships, maintenance of equipment and buildings, subscriptions, the development of services for the purposes of educational and administrative processes, purchasing educational materials, micro production and maintenance, providing scholarships etc.

(8) The expenses at the University level or the decentralized will include a mandatory component on institutional development.

Art. 129. (1) The university expenses are in compliance with the legal provisions with observation of institutional development objective.

(2) The amount of money or financial means and materials obtained through sponsorship by the academic community members can be spent only in strict accordance with the sponsorship contracts, under the law.

(3) The modalities of development and use of material resources of the university, necessary for the professional training and scientific research, are proposed by the Board of Directors and approved by the Senate.

(4) In all structures and management functions have to be consistently promoted the principle of prudence in the USAMV Iași resources management.

Art. 130. (1) The **UASVM Iași has its own heritage**, and it manages it in accordance to the law. The University heritage is composed of all economic and administrative rights and obligations, which are movable or immovable goods highlighted in the inventory of the University.

(2) The rights that the UASVM Iași has on the goods from its own heritage can be real rights, depending on the situation, ownership or dismembered rights, use, usufruct, servitude and superficies, in accordance with the Civil Code, right of use, acquired by lease, concession loan and others, or administration right according to law.

(3) The goods obtained from own financial resources, regardless of their origin, are UASVM Iași private property. University has movable and immovable assets of public or private domain of the state. The University has the ownership of the assets in its property and may dispose of them in accordance with law.

(4) The subjective rights of the University on public domain goods may be management, usage, concession or lease rights, under the law.

(5) The right of disposition of the assets from the patrimony is regulated by law. The University may grant the contractual right of manage and use for the assets to companies or associations in which it is a partner or shareholder or to foundations in which it is founder, with the approval of the University Senate. The right of use and management of public property cannot be input of the University to the capital of a company, foundation or association.

(6) The renting of the assets from the patrimony can only be made according to the law, and the approval of the university senate. Any damage or material loss is recovered from the guilty party, according to the provisions of the law.

(7) The University, with the approval of the university senate may provide or participate in the establishment of foundations, associations and companies. The Senate approves, at the proposal of the Board of Directors, the amount and intake structure, as appropriate, to the assets and capital of the mentioned structures.

CHAPTER X - PARTNERSHIP RELATIONS

Art. 131. (1) In exercising its mission to promote the values that define the Area of European Higher Education and Scientific Research, the UASVM Iași develops national and international partnership.

(2) To accomplish its mission, the University may associate with other educational institutions or other organizations, in terms proposed by the Board of Directors and approved by the University Senate.

(3) The forms of partnership will promote the values, mission and strategic objectives of the University. Making this process involves:

- developing relationships with the most prestigious national and international universities;
- participation in consortiums structure, which promote study programmes and research projects compatible with those offered by the University;
- supporting the academic community to effectively engage in the activities organized by professional and scientific associations, national and international recognized;
- strengthening the partnerships with representative structures of the economic, social and institutional area;
- promoting collaboration actions with the economic and social environment to support specific sectorial projects, proposed by the members of the academic community.

(4) In order to increase performance in teaching and research activities, according to law, the University may establish, alone or in combination, businesses, foundations or associations, with University Senate approval.

(5) The conditions and modalities under which it may enter into contracts with public institutions and economic operators for programmes of basic and applied research and growth of qualification level of specialists with higher education are adopted and implemented by the Board of Directors of the UASVM Iași.

(6) To accomplish its mission, USAMV may participate in the establishment of associations or may form consortia with other institutions of higher education or scientific research, at the proposal of the Board of Directors and approved by the university senate.

(7) The terms and conditions for achieving international cooperation activities and participation to European and international organizations in the field are established by a regulation issued by the Board of Directors and approved by the senate.

(8) The forms of cooperation are established by: inter-institutional agreements, framework collaboration agreements, memoranda of understanding, cooperation protocols, contracts to carry out research, training, etc.

(9) The University develops cooperation with European and international bodies through formalizing the membership (adhesions, accession statements) to international education and research organizations or their programming documents.

(10) The University participates in European competitions for research and education projects and international partnerships, to achieve them. In addition, the UASVM Iași collaborates on projects financed from structural funds of the European Union for human resource development in specific ways, such as

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courses and applications supported by professors from EU universities or student, PhD students and teaching staff internships in European universities.

(11) An effective way of international cooperation is the organization of PhD studies in joint degrees, a system in which the PhD student is working under concomitant guidance of a doctoral supervisor in the University and one from another country, under a written agreement between the UASVM Iași and the higher education institution the PhD supervisor belongs to.

Art. 132. (1) The student and the teaching and non-teaching trade unions representatives from the UASVM Iași may participate in the management structures of the University (Faculty Councils, the University Senate, Board of Directors, doctoral schools councils and doctoral studies council), as elected members or as invited to meetings of these structures.

(2) The student organizations representing the interests of students in each component of the university community may attend the meetings when are invited to discuss student issues.

(3) The students have at least one representative in ethics committees, accommodation, quality assurance, and other social commissions, according to Law no. 1/2011.

(4) The issues that are basic concerns of unions and student organizations, such as living and working conditions of staff and students, make subject of examinations in debates and consultations with both representatives of respective bodies and other guests from governing bodies of the union and student organizations.

(5) Periodically, the representatives of the governing bodies of the University organize meetings with student representatives in the Senate and faculty councils, to consider and consult on major problems of education, practical training of students, student scientific research, accommodation problems, scholarships and other study facilities and living conditions (internships, health and care and so on).

(6) One way of constructive cooperation with trade unions and students is hiring the representatives of such organizations in organizing committees of specific academic life events (scientific sessions, sports competitions, exhibitions of flowers and small animals, creative arts, cultural and scientific interuniversity competitions and sports - Agronomiada etc.) or hiring the students representatives in full organization of annual job fairs and other cultural and educational events.

(7) The University Management through the Board of Directors, organizes regular joint meetings on the application and monitoring of the compliance with the University Charter, Student Code, Code of ethics and deontology, internal Regulations and other specific Regulations for education, research and social life of the university, attended by representatives of trade unions and legal representatives of student organizations.

CHAPTER XI - UNIVERSITY QUALITY MANAGEMENT

Art. 133. (1) In order to promote quality activities within the university community, the UASVM Iași has formed quality assurance structures at the university, faculties and departments level, and the own body of internal quality auditors.

(2) The procedures for quality assessing are set in quality assurance Code adopted by the Senate.

(3) The results of education and scientific activities from the university, faculties and departments are public through the annual self-assessment report of the quality academic activity.

(4) Students are full members of the quality assurance process and prepare through their representatives in the senate an annually report of assessment of the university quality assurance, which they make public.

(5) The quality of education and research activities in the university is internally assessed and externally certified in accordance to law, and its results are made public.

(6) The teaching and scientific activity of the teaching and research staff is evaluated at least every five years in accordance with the legal provisions;

(7) The assessment of the teaching activity of teachers by students is compulsory, and result is made public.

CHAPTER XII - RIGHTS AND OBLIGATIONS OF TEACHING AND RESEARCH STAFF

Art. 134. (1) In addition to the rights and obligations from the incident labour legislation, the teaching and research staff from the UASVM Iași has rights and obligations arising from the University Charter, the Code of Ethics and Professional Deontology and the individual work contract.

(2) The **rights** of teaching and research staff include:

- a) The right of free expression of scientific opinion regarding the academic activity;
- b) The right to conduct teaching and research activity, according to the quality university criteria;
- c) the right to elect and be elected in university management structures and functions;
- d) intellectual property rights over their scientific creation;
- e) the right to publish studies, articles in the journals of the UASVM Iași and to edit papers related to the teaching activity at the University Publisher;
- f) the right to apply for national and international grants;
- g) the right to join national and international professional associations and trade unions, under the law;
- h) the right to maintain the teaching position, under the law;
- i) the right to unpaid leave under the law;
- j) the right to resting leave, according to the law;
- k) the right to be paid for their work, according to the law;
- l) the right to be protected in the university, according to the law;
- o) the right to participate in the contest to obtain gradation of merit;
- p) the right to participate in the public contest for a management function in higher education, according to the law;

(3) The **obligations** of teaching and research staff aimed at:

- a) the obligation to contribute to the mission of the UASVM Iași, with the quality of teaching and research activity undertaken and the incumbent responsibilities, where appropriate, for a management function;
- b) the obligation to fulfil the tasks set by the individual work contract and to meet established performance criteria;
- c) the obligation to respect the professional deontology and criteria for originality in developing educational and scientific papers.
- d) the obligation to periodically self-assess, in accordance with the internal methodology and law;
- e) the obligation to make periodic medical examination under the law;
- f) the obligation to comply with the Code of Ethics and Professional Deontology and those of the current legislation on conflict of interests;

CHAPTER XIII - ACADEMIC CODE OF STUDENT RIGHTS AND OBLIGATIONS

Art. 135. (1) The persons registered in undergraduate, master and PhD programmes are considered students, due to this Code.

(2) A person may be admitted and enrolled as student, at the same time, at no more than two study programmes, regardless the educational institutions that offer the programmes. Any financial grant or scholarship from public funds are granted in accordance with existing laws, only in a single institution of higher education for a single study program. For the students transferred between universities or study programmes, the grant is ensured.

(3) A person may receive funding from the budget for a single undergraduate program, for one master program and one PhD program.

(4) The students, postdoctoral researchers, and trainee students are partners in the training of specialists. Their opinion, individually expressed by their representatives or through surveys conducted with methodologies they agree, is a way of self-control, evaluation and improvement of academic activity.

Art. 136. The students are full members of the university community, as partners in the UASVM Iași management, including the process of activity quality assurance.

Art. 137. The students activity in the community is based on:

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(1) The principle of non-discrimination - under which all students receive equal treatment in the institution, any direct or indirect discrimination against students based on gender, sexual orientation, age, race, ethnicity, religion, political opinion, social origin, disability, family situation, trade union membership or activity is prohibited;

(2) The principle of participation in decision-making: all decisions of the governing structures of the UASVM Iași are taken with the participation of students;

(3) The principle of transparency and access to information - according to which students are entitled to free and open access to information concerning their own learning and community academic life;

(4) The principle of the right to expert assistance and free additional services consisting in guidance and counselling by teachers outside the classroom, seminar or laboratories; counselling for vocational guidance during their studies; psychological counselling in case of need; access to literature and scientific publications in libraries of the UASVM Iași; access to their academic situation.

(5) The principle of freedom of expression - according to which the freedom of expression of opinion is secured within the UASVM Iași, in accordance with the law;

(6) The principle of employability - the theoretical and practical content of the teaching program must be relevant to the study field and with application in social and economic life, learning outcomes should be closely correlated with the skills given by the curriculum and the National Framework of Qualifications; the educational process should be student-centred in a way that offers personal development, social integration, the ability to be employed and labour market mobility;

Art. 138. On a proposal of student representatives in the senate, with the approval of the Board of Directors, the senate adopts the system for monitoring the compliance with the academic Code of rights and obligations of the students. The Student Union from the UASVM Iași submits an annual report on compliance with the code, which is public.

Art. 139. Upon registration, students and postdoctoral researchers conclude with USAMV a learning agreement available throughout the training cycle. Any changes in its provisions are stipulated in additional documents.

Art. 140. The knowledge assessment of students during their studies is according to methodologies developed by the Board of Directors and approved by the senate.

Art. 141. (1) The students are represented on all advisory, deliberative and management bodies of the UASVM Iași.

(2) Students have the right to choose their representatives in the governing structures of the UASVM Iași, according to law. Students have a representative on the board of directors, committees of ethics, approval of the results of accommodation, quality assurance, and other committees.

(3) Representative students are democratically elected by universal, direct and secret vote among all parties, programmes and study cycles. They are the legitimate representatives of the student interests in the UASVM Iași.

(4) The procedures for exercising the rights of student representation are established by methodologies developed by the Board of Directors and approved by the Senate.

(5) The status of representative cannot be conditioned by the management of the UASVM Iași.

Art. 142. The UASVM Iași Students Union, through its bodies in the faculty and university, express student interests in relation with the university, faculties, departments and administrative and technical structures.

Art. 143. (1) The students from the UASVM Iași have the following rights and freedoms:

- To benefit from the provisions of National Education Law, the UASVM Iași Charter and Regulations;
- To have full access to the decisions taken by the management structures of the faculties and university.
- To receive funding from the budget, following the admission contest and annual or partial assessment of professional performance.
- To receive funding for tuition fees and scholarship based on contracts undertaken with companies or other individuals or legal persons.
- The right to free choice of courses and specializations, in accordance with legal provisions and curricula.
- To be informed, in first classes, in relation to the syllabus (curriculum), the structure and course objectives, competencies generated by it and ways of assessing and examination.

- The right to intellectual property on various papers / articles published during the study program in which they are enrolled;
- To benefit from mobility study programmes in accordance with the rules of transferable credits.
- The right to use laboratories, auditoriums, lecture halls and seminars, reading rooms, libraries, information points, accommodation, gym and sports facilities and other facilities or services made available by the UASVM Iași for free or for a fee approved by the university senate.
- The right to participate in competitions organized by the UASVM Iași and ministry for internship selection and scholarships abroad.
- The right to participate in contests for the allocation of places of speciality practice, provided in the curriculum.
- The right to receive and complete the evaluation questionnaires for academic teachers, courses, seminars and practical work.
- The right to participate in student scientific activities, professional competitions, cultural and sporting activities.
- The right to elect and be elected in consultative, deliberative and management structures from the faculty and the university.
- The right to be part of student organizations.
- The right to establish workshops, clubs, arts and sports groups, organizations and publications, according to the law.
- The right to carry out extracurricular activities that contribute to their professional and / or moral and civic development and receive, based on their effort, a number of transferable study credits, which are recorded in the diploma supplement in accordance with the legal provisions.
- The right to receive scholarships and other material support in accordance with regulations and methodologies approved by the senate.
- The right to receive treatment to restore health in spas or recreation resorts, student camps, as determined by the Ministry.
- The right to take advantage of information services and academic, professional and social counselling, without paying taxes and charges;
- The right to receive free medical and psychological assistance in medical and psychological clinics and specialist units, under the law.
- The right to receive accommodation, in accordance to the law and internal regulations of the UASVM Iași.
- The right to benefit from the protection from the authorities responsible with order public in the university are. The protection is requested by any student, member of the university community.
- The right to receive for free all the documents issued by the UASVM Iași, and those that prove the student status, as required by law.
- The right to take advantage of discounted rates by 75% for access to museums, concerts, theatre, opera, movies, sports and other cultural events organized by public institutions within budgets approved by law.
- The right to have full access to information on the number, type and amount of each fee charged by the UASVM Iași.
- The right to benefit from other rights and freedoms in the UASVM Iași Charter and other internal regulations.

Art. 144. The Romanian students from abroad, scholars of the Romanian state, receive free access to all events taking place in Romania, according to the law.

Art. 145. The candidates coming from area of high social and economic risk or socially marginalized - Roma graduates of high schools in rural areas or in cities with less than 10,000 people - can benefit from a guaranteed number of subsidized places under the law.

Art. 146. The students have the following duties:

- To prepare and actively participate in lectures, seminars and laboratory as well as periodic assessments provided in the curriculum.
- To make and present projects and practical tests.
- To promote the knowledge evaluation forms in the sessions provided by the Regulation.
- To check the academic situation at the end of each semester and academic year.

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- To show civic behaviour and respect for colleagues, and for teachers and administrative staff.
- To preserve and carefully use the material base made available by the UASVM Iași.
- To comply with the rules of fire prevention and civil defence.
- To not smoke in the UASVM Iași areas, except places designated for that purpose. Otherwise, they will incur penalties set by the senate, in accordance with the legislation.
- To pay the financial obligations on time to the UASVM Iași.
- To comply with any other obligation under this Charter and other internal regulations.

Art. 147. (1) The UASVM Iași grants prizes, scholarships, camps and other such incentives to students with outstanding results in their professional education and training and other beneficial activities for their personal and professional development, bringing prestige to the UASVM Iași, in accordance to the allocated funds from the state budget. The UASVM Iași may grant such incentives from its own revenues.

(2) The funds for scholarships and welfare of students are assigned according to the number of fulltime students, with budget funding.

(3) Students receive performance, merit or study scholarships for excellence stimulation, and social scholarships, for the financial support of those with low income, according to the allocated funds from the budget. The minimum amount of social scholarships is annually proposed by CNFIS, given the fact that they must cover minimum food and accommodation costs.

(4) Students who receive social or study scholarships may also receive performance scholarships.

(5) the UASVM Iași supports the students with problems and social needs and those with special educational needs, in accordance to the allocated funds from the state budget.

(6) the UASVM Iași grants scholarships to students from disadvantaged families, and institutionalized students, according to the law.

(7) the UASVM Iași can supplement the scholarship fund with off-budget incomes.

(8) the UASVM Iași may approve to the students representing social cases, the decrease of the tax tuition in exchange for carrying out activities in the interest of the university.

Art. 148. The students from low-income families benefit from a system bank loans for studies, guaranteed by the state, under legislation, by the Agency of Loans and Scholarships. The graduates that will practice their profession at least five years in rural areas will benefit from concessional lending law.

Art. 149. (1) The UASVM Iași annually grants student accommodation in the limit of available places, following the criteria established by specific regulations.

(2) The student accommodation in hostels is made in the limit of available places, taking into account the professional performance and social situation, for a fee.

(3) The student hostels functioning is based on internal regulations.

(4) Some hostels can operate as hotels during the holidays, with charges set by the Senate, in accordance to the legislation.

(5) the UASVM Iași provides to the students proper conditions for meals in the own restaurant - cafeteria.

(6) The costs of maintenance of hostels and canteens of the UASVM Iași are covered by own revenues and subsidies from the budget, allocated for this purpose.

(7) The prices charged by the UASVM Iași for students in hostels and canteens are at most equal to the difference between operating costs, including staff costs, utilities costs, costs of materials and consumables and routine maintenance expenses and subsidies from the budget State.

(8) In order to ensure transparency, the UASVM Iași makes public the periodic balance of income and expenditure for each hostel.

(9) The UASVM Iași may give funds for students choosing accommodation in other places than the hostels, allocated from the budget.

(10) Students from foster care or orphaned by both parents may be exempt from hostel pay, according to legal provisions.

Art. 150. During the academic year, students receive reduced rates with at least 50% for local transport, surface and underground, internal road transport, rail and shipping. Orphans students or those who come from foster care receive free transport, established by order of the minister.

Art. 151. The children of teachers in operation are exempted from paying the tuition fees at the admission contests for undergraduate, master and PhD programmes, in accordance with legal provisions and the methodology of admission, and receive free accommodation in hostels.

Art. 152. (1) The UASVM Iași encourages cultural, educational and sports activities of students. For this purpose, they may organize cultural and sports events, professional and scientific conferences, health education activities etc.

(2) The activities can be organized only in outside the study and work schedule, without harming, directly or indirectly, the professional and scientific activity.

(3) The responsibility of organizing the cultural, educational and sports activities is for the initiators.

(4) The use for cultural, educational and sporting events of the facilities of the UASVM Iași are authorized by the Board of directors.

Art. 153. The UASVM Iași is a founding member of the Association of Graduates - Alumni - and supports its activity through which obtains information about the graduates insertion in the labour market, in order to increase the quality of education and research, develop relationships with business, obtain additional funding etc.

Art. 154. (1) The breach of statutory obligations entail punishing the guilty, depending on seriousness, according to internal regulations.

(2) The appeals may be addressed to the superior body. Its decisions are final.

CHAPTER XIV - CODE OF ETHICS AND PROFESSIONAL DEONTOLOGY

Art. 155. (1) The Code of ethics and professional deontology includes rules of academic conduct and liability for their violation;

(2) The Code of ethics and professional deontology expresses the principles and rules that the university community members from the UASVM Iași agree to respect and follow in their activity, establishes the standards and penalties the members of the academic community face.

(3) The Code of ethics and professional deontology is part of this Charter and is prepared in accordance with the applicable legislation.

(4) Persons who are in relationship of spouses, affinity and relatives to the third degree including cannot hold at the same time management, control, authority or institutional assessment positions at any level in the UASVM Iași and cannot be appointed in PhD, assessment or contest committees whose decisions are affecting the spouses, affines or relatives to the third degree inclusive.

(5) In order to ensure the compliance with this code, it has been appointed the Committee for ethics and university professional deontology.

(6) The composition and structure of the Committee for ethics and university professional deontology are proposed by the Board of Directors, approved by the senate and Rector, according to the law.

(7) Cannot be part of the Committee for ethics and university professional deontology the persons that occupy one of the functions of Rector, vice-Rector, dean, vice-dean, general operating officer, department director.

(8) The Committee for ethics and university professional deontology operates under the regulation adopted by the university senate.

(9) The Committee for ethics and university professional deontology shall:

a) analyse deviations from the academic ethics, based on complaints received from members of the university community, from anyone outside the university or the self-notification;

b) resolve analysed complaints, proposing, if necessary, the sanctions to be applied;

c) within 30 days of its establishment, shall check the incompatibilities occurred after the validation of mandates of all the members of the management structures and functions and report cases of incompatibility to the university senate;

d) prepare and publish an annual report on the state of academic and research ethics compliance.

(8) The decisions of the Committee for ethics and university professional deontology are approved by the legal adviser of the University. The legal responsibility for enforcement of decisions of committee of university ethics is for the University.

Art. 156. (1) The conflict of interests is a situation in which the person has or may have a personal financial or patrimonial interest, which could influence the performance of objectivity and impartiality of its duties.

(2) Personal interest is any advantage, material or otherwise, sought or obtained, directly or indirectly, for oneself or for another, by teaching and research staff exercising permanent or temporary, in

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any form, a leading, management, control function, using reputation, influence, facilities, relationships and information accessible.

(3) There are considered decisions or acts taken or completed under conditions of conflict of interest also those of the deliberative structures in which at least one member is in a conflict of interest and has not abstained from voting or debates.

(4) If a person is in a position of conflict of interest, it is required to inform in writing immediately, the deliberative structure or person occupying an executive hierarchical superior position.

(5) The persons who have been notified by the Commission regarding the existence of a conflict of interest must, within three days from the date of notification, to do the necessary to end that conflict.

(6) If within a period of six months, a person has to abstain at least three times from decision or conclusion of acts due to imminent conflict of interest, the Committee for ethics and university professional deontology shall, at the request of the Rector, verify the existence of incompatibility and other statutory prohibitions.

(7) If at the moment of appointment as Rector the person is a member of the Senate of the UASVM Iași he is suspended from being a senator during the Rector mandate.

Art. 157. (1) The persons who are in an incompatibility situation should resolve this in within 30 days of notification by the Committee for ethics and university professional deontology.

(2) Failure to comply with this obligation is established by the hierarchy superior, which shall terminate the direct hierarchical relationships between people in conflict.

Art. 158. (1) Are considered to be serious violations of the conduct in professional and scientific activity and are punishable under the laws:

- a) plagiarism of results or publications of other authors;
- b) making scientific results or replacement of results with fictitious data;
- c) introducing false information in applications for grants or funding, and any official documents;
- d) selling scientific papers in order to facilitate the counterfeiting of the authorship by the purchaser;
- e) occupying teaching and research functions by persons who have committed serious violations of conduct in scientific research and academic activities, as established by law.

(2) Supervisors of undergraduate, master and PhD thesis are jointly liable with the authors ensuring their original character.

Art. 159. Are prohibited the discriminations between members of the academic community on age, ethnicity, gender, social origin, political, religious or sexual orientation or other discrimination, according to the law.

Art. 160. The sanctions that can be applied to the teaching and research staff and auxiliary teaching and research by Committee for ethics and university professional deontology for violating ethics and or deviations from proper conduct in scientific research are:

- a) warning;
- b) decrease of the basic salary, combined where appropriate with management compensation, for a period determined in accordance with the legal provisions;
- c) suspension for a period of up to three years of the right of entry a competition for a higher teaching position or a management, guidance and control function, as member in PhD, master and graduate committees in the UASVM Iași;
- d) dismissal from the management function;
- e) disciplinary termination of employment.

Art. 161. Penalties that may be applied to students by the Committee for ethics and university professional deontology for violation of academic ethics are:

- a) written warning;
- b) expulsion;
- c) other penalties provided by the code of ethics and university deontology.

Art. 162. The sanctions established by Committee for ethics and university professional deontology are implemented, where appropriate, by the Dean or the Rector, within 30 days after written notification thereof.

CHAPTER XV - FINAL PROVISIONS

Art. 163. (1) The University Charter is adopted by the Senate of the UASVM with qualified majority;

(2) The adopted Charter may be amended by a vote of two thirds of the Senate members;

(3) Based on the Charter, the Senate develops the general functioning Regulation of the University and other regulations referred to in art. 5;

(4) The own Regulations are part of the University Charter;

(5) This Charter was approved by the Senate of the University of Agricultural Sciences and Veterinary Medicine "Ion Ionescu de la Brad" from Iași, on 27.07.2011, further sanctioned by MECS through the address no. **50224 of 06.09.2011**, the date of entry into force and subsequent repeal of the charter approved by the Senate on 12.12.2007, as amended, and any other internal provisions contrary to this Charter.

**RECTOR,
PhD. Prof. Gerard JITĂREANU**

INSTITUTIONAL STRATEGIC PLAN 2012 - 2016

By virtue of the Education Law no. 1/2011 and of the University Charta, "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine developed the **Strategic Plan for 2012 - 2016**.

A. MISSION AND VISION OF THE UNIVERSITY

In carrying out its mission, UASVM provides adequate training of specialists in engineering of plant and animal resources, engineering and management, environmental engineering, biology and veterinary medicine in order to be able to use scientific, technical and cultural-humanist knowledge and also to contribute to the technological, economic and socio-cultural progress of the Romanian society.

The mission of UASVM Iași is that of research and education through programmes of advanced study at all levels of undergraduate and postgraduate training, in order to meet the challenges of a developing society. Thus, UASVM aims to generate knowledge through research, development, innovation and technology transfer, high professional training, to attract the best specialists and young people with high potential for professional and scientific training in the academic activity.

The vision of UASVM is to be a national leader in education and research in engineering of plant and animal resources, engineering and management, environmental engineering and veterinary medicine and to be among the prestigious European universities in the domain.

B. OBJECTIVES OF THE UNIVERSITY

Motivated by professional experience, national and international visibility, determination to act for reforming the university management, European compatibility, improvement of the organization and increase of the academic performance, the Administration Board of "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine set the following strategic objectives for the period 2012 - 2016:

B₁ Creating an environment for research, innovation and technological development that is nationally and internationally competitive and that will turn UASVM into a centre of excellence focused on generating knowledge and technology transfer, with direct impact on the increase of the performance, quality of education and services for the community;

B₂ Promoting a modern formative educational process focused on learning outcomes and creating of professional and transversal skills for the development of personal capacity and entrepreneurship spirit of graduates;

B₃ Applying the principles of performance-oriented management and continuous ensuring of the quality in the process of institutional governance;

B₄ Creating a favourable climate for the development and motivation of human resources within the university, based on cooperation, trust and respect, where value and continuous involvement in achieving common goals are dimensions that underlie the career development;

B₅ Developing real and active partnerships with students in implementing all academic processes from the university, in solving social problems and creating opportunities for personal and professional development in order to actively and responsibly integrate in the society;

B₆ Internationalisation of UASVM Iași by turning it into a proactive actor in regional academic, European and worldwide relations in order to optimize the scientific research and education;

B₇ Strong assertion of the strategic role of UASVM Iași in the economic, social, cultural, civic and moral development of local, regional and national community;

B₈ Developing relationships with *Alumni* for the promotion of the values and performance of the university, for facilitating the integration of students into the labour market;

B₉ Ensuring the infrastructure that can define the UASVM as an institution of academic excellence and promoting an academic management that can tackle rationally and efficiently the problems imposed by the

three major directions: *conservation and functionality of current heritage, further investment and ensuring the funding;*

B₁₀ Strengthening the organizational culture and identity of UASVM Iași through a transparent, permanent and converging process of public communication towards the society, national and international academic community, business and political-administrative media.

There are specific ways of acting in order to achieve these strategic objectives.

B₁ Research, Innovation and Technological Development

Directions:

- Improving the institutional and organizational environment for research, innovation and technological development;
- Establishing and supporting strategic domains for technological research and development with potential for excellence;
- Increasing the valuable scientific and technological output, relevant for the classification of the universities and ranking of the curricula, by publishing papers in books and ISI journals with high impact factor, with financial support from the revenues of the university;
- Increasing the number of patents by logistical support from the Department of Research, Innovation and Technological Development (DCITT) and financial support from the revenues of the university;
- Increasing competitiveness in attracting national and international funds;
- Creating a fund from its own revenues for financing the projects of scientific research and technological development, meant for an internal competition of young scientists from UASVM;
- Attracting researchers from our country and from abroad through specific programmes of reintegration;
- Employing researchers with proven performance on determined or undetermined period within research departments for the enhancement of the research infrastructure;
- Identifying and developing international interdisciplinary themes, for the enhancement of the research infrastructure and the human resource value;
- Accreditation of stations for scientific research and technological development at the institutional or national level;
- Purchasing an electronic platform for managing the research activity of the university;
- Putting into practice the Research Institute for Agriculture and Environment (ICAM) and of some research centres that are nationally and internationally attractive and competitive, based on appropriate infrastructure and specialized human resources;
- Raising the quality and visibility of our own journals, for ISI indexing. In this respect, we intend to start a collaboration with Versita Open publishing platform, specialized in this domain;
- Creating public - private partnerships for innovation projects and for achieving technology transfer, as well as attracting alternative sources of research funding in order to better exploit the research infrastructure;
- Ensuring the technology transfer and dissemination of research results in the business domain;
- Monitoring the existing infrastructure for judicious use and for avoiding unnecessary purchase;
- Organizing scientific meetings with national and international participation;
- Increasing the number of CDI projects funded at the national level (ANCS - CNCS), at the European level (FP7, POS-CCE, COST, bilateral etc.) or by economic companies;
- Encouraging the creation of *spin-offs* and *start-ups*;
- Adapting the library as strategically important structure in the informative and educational process.

B₂ Educational activity

Directions:

- Ensuring conditions for the remaining in the A category of the areas already classified in this category and for the acceding to this category of the other domains of study offered by UASVM;

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- Establishing consultative-decisional structures where teachers, students and employers should be represented for each study program or group of programs in order to permanently adapt the curriculum and the subject content to the needs of society which is in an accelerated dynamics;
- Reorganization of the curriculum so as to provide the students the opportunity to acquire transversal skills listed in Grid 1 of the National Qualifications Register for Higher Education;
- Creating the institutional framework for the implementation of new teaching/ assessment methods: using multimedia platforms, modularisation of subjects, increase of essay-type activities, essay, case study, evaluation, research projects, final assessment portfolio etc;
- Improving the students' practical training methods, making the best of the facilities for training offered by the partnerships with companies from the socio-economic market;
- Improving the teacher-student relationship, for the success in the educational process;
- Supporting the setting up of specializations with teaching in foreign languages (bachelor and master studies), to attract foreign students;
- Encouraging the double degree or joint degree-type educational offers, Erasmus Mundus offers etc. for increasing the international attractiveness of the university;
- Encouraging the mobility of the academic staff for activities in universities from our country and abroad, defined as strategic partners through academic exchanges;
- Improving the distance learning and blended-type learning by developing the *e-learning* platform, acquisition of materials and multimedia equipment;
- Promoting a formative student-centred learning, focusing on learning outcomes and distinct actions for empowering the students and motivating the academic staff, and also for internal strengthening of the quality culture;
- Supporting teachers to obtain certificates of proficiency in foreign languages;
- Promoting excellence in teaching, research and assessment process;
- Reviewing and updating curricula, educational plans and content subjects correlated with labour market requirements and programmes in prestigious universities in the EU;
- Increasing the role of the Department of Quality Assurance by providing information support in order to draw up specific documents requested in the evaluation process of study programmes;
- Strengthening the relationship between research, innovation and teaching in terms of life-long learning in order to create an educational environment and flexible, attractive and accessible learning, to promote certain formative and relevant educational offers;
- Increasing the absorption of *Erasmus Mundus*, *Leonardo da Vinci*, *Tempus IV*, *Marie Curie* programmes, among both students and teachers, for a better capitalization of the complementary opportunities of professional development.

B₃ University management and continuous quality assurance

Directions:

- Strengthening the position of UASVM in the national and international academia, so as to be classified as university of advanced research and education;
- Implementing a strategic visionary management based on the drawing up of the institution's strategic plan and the operational plans on functional areas and faculties, corroborated with the periodic assessment of their implementation stage;
- Promoting a participatory management that will strengthen the sense of institutional belonging of its members, by promoting an organizational climate oriented towards values, performance, honesty, responsibility and respect in the academic community;
- Providing the transfer of the best practices in the academic management of the prestigious universities from the European Union for redesigning and improving the institutional processes;
- Operational decentralization of the decision-making process by developing the management system based on objectives and increasing the role and responsibility of deans and department directors, also regarding the finance, according to the law;
- Establishing the Advisory Board of external monitoring of the academic progress, consisting of 5-7 representatives from the socio-economic community from the region or country;
- Improving the assessing procedures of the quality of teaching, research and management and administration;

- Simplifying the procedures and the information flows so as to reduce the bureaucracy, the excessive consumption of resources and their inefficient allocation;
- Improving the functioning of the quality management system and internal audit, in order to improve the performance in teaching, research and administration;
- Creating various working procedures at the level of the Administrative Board, but also in relation to the Senate, faculties and departments based on efficiency, flexibility and rigour for ensuring the fluency of the specific activities of each department;
- Analysis of performance, cost and opportunities in the administrative functioning of the departments and outsourcing the costly and inefficient services while protecting the present employees;
- Rethinking the role and functioning of UASVM Publishing House in order to meet the needs of the academic community with professionalism and minimum costs.

B₄ Human Resources

Directions:

- Co-opting of nationally and internationally well-known specialists by establishing a policy of recruiting doctoral and post-doctoral graduates with internships in prestigious institutions;
- Optimizing the ratio between the number of occupied and vacant teaching positions;
- Developing a coherent and demanding policy for attracting the specialists from the academic and research community, as well as professionals from the socio-economic community as associates;
- Identifying opportunities for incentive payment for the academic staff, according to the law, depending on performance, so as the status of university staff to regain its real social dimension;
- Drawing up strategies regarding the human resources of each faculty and department, which should include a career plan for lifelong education, for at least four years and a plan to take part in lifelong learning activities for each faculty member;
- Maintaining the senior university professors in the university community through their engagement not only in teaching but also in scientific, research and consulting activities, recognizing their contribution to the previous institutional development;
- Improving the assessing procedures for academic and administrative staff and transforming them into a pragmatic and practical management tool.

B₅ Partnership with students

Directions:

- ensuring unlimited and non-discriminatory access to academic services;
- Establishing an open and constant dialogue with the student representatives from all levels of education;
- Organizing services for personal development and career guidance;
- Organizing a functional and flexible system of practice and internships for students of bachelor and master studies;
- Expanding and upgrading the accommodation, catering, learning areas and sport facilities;
- Increasing the scholarship funds, including allocations from the revenues of the university;
- Awarding students with outstanding results and orienting them towards master and doctoral studies in order to get teaching and research positions;
- Organizing summer schools, job fairs and student competitions;
- Creating a database with graduates and their professional development;
- Promoting the image of the university through students and graduates with outstanding results;
- organizing regular meetings of final year students with employers in areas of interest in order to facilitate the employment of young graduates;
- Organizing round tables on "Career Success" by inviting graduates with outstanding results in their careers;
- Supporting extracurricular initiatives (thematic clubs, student club, editing publications, scientific, cultural and artistic actions) by allocating various sums from the budget based on actual projects.

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B₆ Internationalization of UASVM Iași

Directions:

- Identifying partners to take part in joint research and education projects;
- Implementing and developing international and national mobility projects, out going and in going of students, teachers and researchers;
- Supporting the affiliation of the university and the faculties to prestigious international professional networks;
- Stimulating the organization of syllabuses of bachelor and master studies in foreign languages by the faculties, as well as joint master programmes with universities from the EU;
- Encouraging the Doctoral schools to organize dual degree programmes;
- Supporting the running of internships by international exchanges;
- Promoting effective educational offer by teaching in foreign languages;
- Integration of well-known personalities of academic, research and socio-economic domain from abroad into the academic community;
- Evaluating the existing agreements, their functionality and the use of best practices in internationalization.

B₇ Role of UASVM Iași in the society

Directions:

- Asserting the active role of UASVM in the community by developing partnerships with the civil society and its representatives;
- Developing a lucrative partnership with the local and regional administration as well as with professional and academic organizations;
- Establishing partnerships with educational institutions in order to promote the interests of the university among its future students;
- Increasing the activity of the Training and Information Centre for Agriculture;
- Promoting and stimulating the activity of the Veterinary Clinics;
- Organizing scientific and socio-cultural events in partnership with representative professional associations;
- Cultivating relationships with cultural institutions from Iasi and establishing sustainable partnerships that will bring facilities for the teachers and the students of the University.

B₈ Relationship with Alumni

Directions:

- Creating and intensifying the *Alumni* community of the university;
- Developing a platform for online interaction between *Alumni* and university members;
- Increasing the involvement / participation of the *Alumni* community in the activities of university;
- Organizing events for and with *Alumni*;
- Involving the *Alumni* community in the activities and processes of adjusting the competences and university programmes to the needs of the labour market;
- Involving the outstanding representatives of the *Alumni* community in mentoring programmes for the students with entrepreneurial potential and in taking part in the Advisory Board of UASVM.

B₉ Infrastructure of UASVM Iași

The training of specialists capable to contribute to the development of the society requires access and use of high-standard teaching and research infrastructure, with technical and logistic parameters of high level.

9.1 Heritage management

UASVM Iași has a heritage that allowed it to carry out its mission respecting the quality standards required by the accreditation bodies. This property, acquired over time, largely modernized in the recent years in accordance with the demands of high-level education requires continuous improvement and use with maximum efficiency.

Directions:

- Periodic inventory of heritage and certification of its legal status;
- Optimizing the use of spaces for teaching, research and micro-production;
- Periodically assessing and managing the infrastructure and teaching or research equipment;
- Periodically reassessing the university heritage, as required by the law;
- Efficiently using the Biobase potential, by developing specific activities;
- Optimum development and management of the sport facilities for the benefit of students, teachers and administrative staff of the university;
- Effectively operating, functioning and using computer programs in UASVM;
- Drawing up a plan of timing of the rehabilitation, maintenance or modernization of the buildings owned by the university;
- Periodic audit of the performance of ITC infrastructure (information technology and communications) and establishing measures for its correlation with the teaching and the research needs.

9.2 Investment Management

The development of the university can be achieved through a **balanced and rational investment process, correlated in time with the operational needs and financial resources that can be mobilized.**

Therefore, the following actions are proposed:

- Developing the educational base of the university, in accordance with the diversification of curricula and with the requirements of modern education;
- Starting the procedures for ensuring the funding from European, national, in-house and private funds in order to set up a Mixed livestock farm which is needed in the research and the practical training of the students of the Faculty of Animal Sciences and Veterinary Medicine;
- Modernizing the veterinary clinics and creating the conditions needed for the European accreditation of the faculty and for their diversification, as required by modern education;
- Providing modern medical equipment and instruments to the veterinary clinics that will improve the specialized clinical activities;
- Identifying and rehabilitating the available areas at V. Adamachi, Rediu and Ezăreni farms and Plaiul Șarului Training base in pursuit of setting up teaching laboratories in accordance with the specific activities that take place in these facilities of the university;
- Including the C2 and C4 hostels in a programme of rehabilitation and modernization;
- Implementing an e-learning platform that will enable a better development of distance learning and at the same time, will facilitate lifelong learning for the working population;
- Providing the funding and ending the rehabilitation of the central building of the University;
- Making investments for TPAP headquarters, C5 hostel and horsemanship lab;
- Completing the ICAM investment and its functioning;
- Rehabilitating the vegetable greenhouse and plantations from V. Adamachi farm;
- Carrying out a landscape park in the campus area;
- Systematizing, fitting and turning all green areas in the university campus into a dendrological-botanical park with adequate facilities;
- Raising funds for the implementation of projects approved by the Ministry of Education, for the development of sport facilities: rugby pitch and swimming pool;
- Designing a space for organizing fairs and exhibitions focusing on the traditional "organic" products and launching the concept of *slow food* for the North-East region;
- Using the European funds or the public-private partnership in order to modernize and plan the buildings from Ezăreni farm for turning it into a practice centre for students, research and specialized training or professional retraining.

9.3 Financing

The specific problems of implementing the new education law, combined with the effects of the financial crisis, bring new challenges to the higher education, UASVM having to deal with them in the future. The following will be taken into consideration:

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- Analysis of funding sources by type, weight and origin in order to identify the best solutions to fund all the activities of UASVM;
- Full collection of funding from the state budget, both in terms of the quantitative and qualitative indicators, according to Law 1/2011;
- Integral capitalization of the fee-paying tuition, in terms of efficiency, without affecting the quality of teaching;
- Identification of ways to attract additional funding and be connected to the investment targets proposed for each financial year;
- Exploitation of the research capacities in order to increase the share of research funding in the total revenues of UASVM, by research and service contracts for third parties;
- Use of financing opportunities from European or national funds for increasing the institutional capacity of the university;
- Increase of the contribution of public-private partnership in financing the activities of the University;
- Ensuring an efficient financial management and transparency of budget implementation;
- Creation of conditions for the application of the financial decentralization per faculty;
- Judicious exploitation of the properties for balancing the finances of the University.

B₁₀ INSTITUTIONAL COMMUNICATION AND IMAGE

The image, identity and organizational culture are key elements for the transformation of UASVM in an elite institution, aware of its mission in the society.

10.1 Internal image and communication

The strengthening of the organizational culture and identity must be provided by:

- Developing the Department of Image, Institutional Identity and Communication;
- Acknowledging the university values by all the members of UASVM;
- Streamlining the communication between faculties and departments in all areas of the university community;
- Taking part in organizing the events related to *Centenary of the University* by all the faculties (colloquiums, exhibitions, concerts, lectures, public lectures);
- Organizing events that, in the course of time, have become national traditions;
- extensively using the *uaiasi.ro* extension email service in order to provide transparent access of all the members of the academic community to the intranet and broadcast information so as to identify themselves as members of the UASVM community;
- Creating a unitary visual identity by creating a university *brand*;
- Designing and implementing internal signage in all university buildings.

10.2 External image and communication

To increase the visibility on a national and international level, as an institution with real potential for advanced research and education, the following directions are proposed.

- Intensifying the *re-branding* of UASVM and elaborating a manual of visual identity, specifying the requirements and methods of using university insignia;
- Promoting the university as a reliable, strong and traditional partner, providing specialized expertise to the business, administrative and political environment;
- Professionally promoting the university in the local and regional community for the recruitment of future students;
- Promoting a constructive dialogue with the mass-media for the correct and objective reflection of the image of the university in the society;
- Presenting all the representative events of the university activity in the mass-media;
- Installing an *Interactive Infodesk* in the entrance hall of the headquarters and of another one in the entrance hall of the Faculty of Veterinary Medicine and Animal Sciences with the role of guidance and information;

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- Establishing a multimedia “*Intra TV*” network by placing LCD-type terminals in zones with maximum flow, including student hostels, in order to disseminate useful information to students and to the other members of the academic community;
- Promoting UASVM as a dynamic and flexible institution of excellence and innovation, adapted to the current complex environment;
- Using elements of visual identity to customize different types of objects;
- Improving the UASVM site in a professional manner;
- Organizing a competition to choose the UASVM *mascot*;
- Using the full potential of communication offered by the media and social networks;
- Organizing annual events with international participation, in order to popularize the science by each faculty;
- Setting up a university museum and a photographic archive;
- Hosting concerts in partnership with prestigious cultural institutions, during various events.

Presented and approved in the Senate of UASVM Iași on 13th September 2012.

Chairman of the Administration Board of UASVM Iași

RECTOR

PhD. Prof. Vasile VÎNTU

ANNUAL OPERATIONAL PLAN - 2012 -

On the basis of National Education Law nr. 1/2012, Order nr. 75/2005 approved by the law nr. 87/2006 regarding Quality assurance in education and University Charta, "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine from Iași elaborated the **Operational Plan for 2012**.

The document is elaborated in according with the Operational plans of the faculties and with Strategic Plan of the University aiming to facilitate an efficient establishment of the modalities by which university board and academic community in ensemble, could realize a coherent and permanent development of UASVM Iași.

A. MISSION AND VISION OF UNIVERSITY

UASVM Iași mission is scientific research and education through performing study programmes at all university and post-university cycles of learning, to response to the demands of a society which is in a continuous development.

So, UASVM Iași aimed to generate knowledge through research, development, innovation and technologic transfer, superior professional training, attracting in university activity the best specialists and young one whom have a high level of professional and scientific skills.

Vision of UASVM Iași is to be a national leader in education and scientific research in engineering of vegetal and animal resources, engineering and management, environment engineering and veterinary medicine and to be one of the best European universities in domain.

B. AIMS OF UNIVERSITY

1. RESEARCH, INNOVATION AND TECHLOGIC DEVELOPMENT

1.1. Excellence in research

- modernization and re-authorization of the research centres from University Department of Agronomical Research (Agricultural Research Centre, Horticultural Research Centre, Animal Sciences Research Centre, University Centre for Veterinary Medicine Research) by CNCS;
- carrying out of research activities contracted with CNCS, National Programme for Research, Development and Innovation (PNCDI II), coordinators of other national programmes;
- participation with research grant proposals funded at national level (ANCS - CNCS), European (FP7, POS-CCE, COST, bilateral etc.) or by economic agents.
- realization of a contract value of 13,000,000 lei for scientific research activities, consultancy and expertise;
- co-funding of the grants contracted with international bodies through EU programmes (Non-refundable European Funds);
- publication of a number of 100 articles in journals indexed in international data bases (BDI) and increasing of the number of scientific papers in ISI quoted journals, payment of the editorial fees being made from University funds;
- increasing the number of invention patents with a logistic help from *Research, innovation and technologic development department (DCIDT)* and financial from the own budget of the university.
- modernization of the already existent infrastructure in UASVM Iași and alignment of scientific investigations at the level of complexity and quality from EU by continuing the investments for *Institute for Research in Agriculture and Environment - ICAM Iași*;
- redistribution of scientific research equipments for a better use of them;
- submission of PN II projects: IDEI Programme – Grants for exploratory research, supervised by well-known foreigner researchers; Programme Capacities – Bilateral cooperation in collaboration with EU specialists, respectively Human resources programme – Postdoctoral research programme by assuring mentoring for the best young researchers;
- realization of international research programmes on inter-disciplinary themes resulted from the already existed contracts and bilateral agreements;

- publishing of the 4 faculties journals *Scientific papers. Agronomy Series, Scientific papers. Horticulture Series, Scientific papers. Animal Science Series* and respectively *Scientific papers. Veterinary Medicine Series*. All four series are peer-reviewed in specialized data bases (CAB International) and we want to keep them at least at this level;
- continuation of improving the publishing standards of journal *Agronomical Research in Moldova* for being indexed ISI;
- diversification of capitalization forms of the results of research through ANCA consultancy centres, international and national scientific congresses and by "Ion Ionescu de la Brad" Publishing House of UASVM Iași;
- spreading around of the scientific competences to be able to penetrate the funds of Frame Programme 7 etc;
- improvement of management and internal audit mechanisms for scientific research, selection procedures of the themes and programmes, modalities of funding and capitalization of its results, including ensure of technologic transfer;
- equipping and accreditation of the Laboratories specialised for expertises in national interests domains;
- attracting the most talented young people, students/master students/PhD students, in scientific research activities and its capitalization;
- consolidation of postdoctoral programmes, as reinforcement element of the university research capacity. In UASVM Iași takes place the project *Postdoctoral school in agriculture and veterinary medicine domain* co-funded by European Social Fund through Sectorial Operating Programme for Human Resources Development 2007-2013, that 50 postdoctoral researchers are supported in excellence research;
- organization of scientific meetings with themes adequate to the main activity domains;
- increasing of the acquisition number of books and journals quoted ISI;
- development of the access at online data-bases.

2. EDUCATIONAL ACTIVITY

- improving of the licence study programmes for promoting in A category of the study domains which are not already in this position;
- identification of the necessary knowledge and competences of a graduate for an easier integration at first work place;
- consultation of the business-man representatives, having in view to adapt the educational curricula at the demands of labour-market which are into a continuous change;
- adaptation of learning curricula from licence cycle to the standard request of ARACIS to ensure students the possibility to obtain transversal competences required in the grid of National Register of Qualifications from Higher Education;
- utilization of multimedia platforms, modularisation of some disciplines, increasing the percent of activities like report, essay, case study, to increase the achievement degree of the professional competences;
- improving the modalities of students' practical training by using training camps which belongs to the University (Făcăieni, Plaiu Șarului, Frasin, Ezăreni, V. Adamachi) and in partnership with business environment;
- maintaining of a partnership relation between University and students aiming to develop the educational success;
- stimulation of the educational offers with the help of Erasmus mobility and through PhD students mobility at universities from European Union;
- encouraging the participation of staff at activities held at universities from country and abroad;
- promoting the distance on-line learning to prepare the accreditation of Agronomy, Horticulture and Animal Sciences domains;
- promoting of a modern education, based on student, in according with Bologna process, with accent on learning results and with distinct actions for empowering students and staff motivation;
- promoting of excellence in teaching, research and in evaluation;

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- analyse and periodical updating of study programmes, learning plans and the content of disciplines in correlation with the demands of labour-market and with the curricula of prestigious EU universities;
- increasing of the importance of Quality Assurance Department, by providing in an operative way of informational support for writing specific documents requested during evaluation processes of study programmes regarding organization of didactic activity for undergraduate studies (Bologna), master, doctorate and post-graduate; evaluation of learning plans; monitoring and periodic evaluation of study programmes;
- organizing of post-graduate courses in lifelong learning programme;
- reorganization of PhD studies in according with HG 681/2011 by setting the Council for Doctorate University Studies (CSUD) and two doctoral schools;
- promoting of the University aiming to complete the places distributed by number of students;
- realization of a permanent activity for counselling the students through Counselling Centre and Career Guidance (CCOC).

3. UNIVERSITY MANAGEMENT AND CONTINUOUS QUALITY ASSURANCE

- getting internal and international recognition for accession at universities for advanced education and research;
- realization of a performing management to response to challenges and demands of a society in a continuous development;
- ensure of the organizational framework which to create a favourable climate for obtaining performances by the member of academic community;
- effectiveness, harmonization and compatibility of academic management with the one promoted in prestigious universities from European and international space;
- creation of working procedures at the level of Administration Board, but also in the relation with Senate, faculties and departments, based on efficiency, flexibility and stringency to ensure the fluency of specific activities of each compartment;
- increasing the role and responsibilities of deans and heads of department by decentralization of decision process;
- hiring in external evaluation structure of University of personalities from economic and social environment;
- increasing the role of Quality Assurance Department, by providing in an operative way informational support for writing specific documents requested during evaluation processes of study programmes;
- improvement of evaluation procedures for the quality of didactic, research and managerial-administrative act;
- improvement of information drive in both ways for an efficient distribution of resources by simplifying procedures and informational flows;
- promoting the quality management system and internship audit which to favourite the increasing of the quality of didactic act and scientific research;
- elaboration of some efficient working procedures for specific activities at the level of each structure from the university;
- identification of the non-performing services and their externalization;
- improving the relationships between university management and students' associations by periodical meetings with the university staff and on activity domains;
- reorganization of the printing services in advantageous conditions for the hand-books written by authors from University at "Ion Ionescu de la Brad" Publishing House.

4. HUMAN RESOURCES MANAGEMENT

- optimization of the ratio between didactic places and respectively between the occupied ones and the vacant ones, inclusive by remodelling the way in which the didactic norms are made;
- recruiting academic and research personnel, on a contest basis, from the graduates with the best professional results, specialized through doctorate and with post-doctoral stages done in recognized institutions;

- incentives of the well-known personalities from academic, scientific or economic environment for filling the free didactic places;
- identification of the strategies for completing the professional training by elaboration of career development plans and participation at lifelong learning programmes;
- implementation of periodical evaluation based on a point-grid scale approved by Senate and different wages, in according with the law; providing gradations/merit bonuses, prizes etc;
- integration of the retired professors in didactic activities and scientific research for giving to the young staff their experience;
- improving of administrative and auxiliary skills through lectures and periodically check of the knowledge and professional abilities.

5. PARTENERSHIP WITH STUDENTS

- allowing the access of the students at quality university services;
- dialog with students' representatives;
- organization of career orientation services;
- signing of partnership agreements for the training period on the whole duration of the semester (BRD – Groupe Societé Généralé, Agency for Payment and Intervention in Agriculture, General Department for Rural Development, agricultural chambers, agricultural exploitations, economic agents from foodstuff industry);
- keeping the conditions in University Campus and canteen – at the level of quality standard EN ISO for social-student services, implemented in 2009;
- University will address to find own financial resources to support students with professional and scientific skills (prizes, Rector scholarship, Vice-rectors scholarship, Dean scholarship, occasionally scholarship etc);
- rewarding of the best 125 students by granting prizes;
- providing logistical support for organizing cultural, professional and sportive activities: *Agronomiada 2012* contest, *Festudis Festival*, *Mens sana in corpore sano Week*, *Job Fair*, *Open gate day*, *Graduates' march* etc and cultural activities (Horticultural Evenings, Freshman prom etc);
- creation of a data base for graduates;
- dissemination of deserving students and graduates in the promotion activities of University study offer;
- UASVM pays a special attention to the insertion of graduates on labour-market; as an involved part in the agreement with UEFISCDI for project *Graduates and Labour-Market* will continue the specific activities for monitoring study of university graduates' insertion on labour-market;
- organization of meetings with business-man and with successful graduates for an easier way in finding a work-place at the end of the studies;
- supporting the organization of student scientific and cultural-artistic manifestations and rewarding the valuable papers.

6. INTERNATIONALIZATION OF UASVM IAȘI

- identification of partners, including strategic partners, to participate at mutual research and educational programmes and identification of practical possibilities of launching/developing external cooperation agreements;
- affiliation at regional, European or international academic bodies in which university is still not a member, function of mission and strategic targets; acquisition of membership in European Consortium of Universities of Life Sciences from Central and Eastern Europe (CASEE);
- evaluation of the already existed agreements, their functionality and capitalization of the good behaviours in internalization;
- conclusions of inter-institutional agreement of bilateral type and/or Erasmus with educational/research organizations from EU space or extra-community;
- collaboration with high ranking world universities will be a constant and sustained priority, this goal being in according with the interests of faculties and doctoral schools;

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- encouraging staff and researchers to join to international scientific and professional organizations from their particular domain and participation at their manifestations, to increase the visibility of UASVM Iași at world level and to establish new academic/professional contacts;
- conducting training/applied or documentary research stages through international exchanges dedicated to undergraduate, master, doctoral students in educational institutions/research/partner enterprises at international level;
- stimulation of organization and promoting of some master programmes with lectures in a foreigner language, in partnership with universities/research institutions from EU;
- stimulation of organization by faculties of some undergraduate programmes with lectures in a foreigner language;
- encouraging of Doctoral schools to establish programmes with international co-tutelage;
- invitation and integration in academic community of some well-know foreigner personalities of academic, research and socio-economic life;
- hiring of professors/researchers from international academic environment as members of the editorial boards of University scientific journals;
- evaluation and coverage of the international agreements which fulfil with valuable educational and research results.

7. THE AIM OF UASVM IAȘI IN SOCIETY

- further development of University as a higher education institution and its didactic and research tasks to be known at regional and national level;
- promoting a friendly working environment for university personnel which to have an effective contribution at development of local and regional communities;
- promoting the education offer of University to the last year pupils from Moldova's high schools;
- increasing the training activity of the specialists in extension and agricultural consultancy, inspectors in food safety and agricultural researchers from North-East area in Training and Information Centre for Agriculture;
- improving and diversification of the medical services at Veterinary hospital;
- realization of scientific, artistic and cultural meetings with well-known professional associations;
- facilitate the access of students and staff to museums, shows and cultural manifestations on a partnership agreement based with cultural institution from Iași City.

8. RELATION WITH ALUMNI

- maintaining the relation with graduates and tracking their evolution in career for creation and dynamic of *alumni* community;
- development and settled-up of an on-line interaction platform between the members of *alumni* community and university;
- increasing the participation degree of *alumni* community in the projects conducted by University;
- supporting the *alumni* members in organization some events;
- attracting of *alumni* community in activities and defining processes for competences and university study programmes;
- attracting of remarkable persons of *alumni* community in mentoring programmes for the students with entrepreneur skills, practical training and placement of the graduates on labour-market etc.

9. INFRASTRUCTURE OF UASVM IAȘI

9.1 Patrimony (heritage) management

- yearly inventory of patrimony and certification of the legal status;
- maintenance of the existed patrimony and continuation of rehabilitation of the training rooms;
- periodically revaluation of universities' patrimony;
- keeping the best conditions for accommodation, meal serving and sport base;
- modernization of data communication network;

- improvement of the integrate IT system for account and supply departments and also for cashiers;
- implementation of an IT student evidence programme at all faculties;
- management at superior parameters of Intranet and Internet network in university campus and from academic network;
- periodically audit of the performance level of TIC infrastructure (Informational and communication technology).

9.2 Investment management

- further endowment of lecture-halls, laboratories, and library with modern equipment, IT technique and the newest books/journals in domain;
- access of cross-border projects to develop a husbandry farm necessary for training of the students from Faculties of Animal Science and Veterinary Medicine;
- modernization of Veterinary hospital to improve the specific activities;
- creation of the conditions for European accreditation of Faculty of Veterinary Medicine;
- identification of the available spaces in University farms for building up some new didactic laboratories;
- completion of *Online collaboration platform integrated with e-Learning system* (Computer Assisted Learning) on a TV-presence infrastructure with a 3D interactive support;
- rehabilitation of the main building (Faculty of Agriculture);
- continue the works for building a new students' hostel with 256 accommodation beds;
- continue the works for building the needed space for TPPA specialization;
- development of the infrastructure with didactic and research laboratories for Virusology;
- continue the works at didactic spaces for Equitation and Technology for horses growing;
- continue the rehabilitation works at ward 3 Hospitalization;
- arrangement of Horti-viticulture laboratory;
- rehabilitation of pavilion I Animal Science;
- modernization of treatment plant;
- building up a new phytotrone – Research Centre in Directed Climatic Conditions, with structural funds, through grant Research Institute for Agriculture and Environment - ICAM Iași;
- new plantations in V. Adamachi farm;
- re-arrangement of green spaces inside University campus;
- identification of funding sources for rehabilitation of the rugby pitch;
- organization of fairs with ecological traditional products;
- identification of funding sources for modernization of the V. Adamachi farm buildings;

9.3 Financing

- optimization of the income and outcome budgetary chapters in according with the demands of priority activities;
- realization of quality indexes which must assure the full collection of the financing from state budget;
- compliance of the conditions from financing/institutional contracts;
- full capitalization of University capacity to enrol with fee in efficient conditions, without affecting the qualitative level;
- increasing the rate of own incomes into the budget;
- strengthening the role of research in collecting additional incomes;
- identification and capitalization of extra-budgetary resources through participation at projects funded from European funds;
- development of strategic partnerships with multinational or Romanian companies, associations and professional organizations specialized in ensuring funding sources for some University activities;
- practicing a funds transparency and a performing financial management;
- decentralization of university funds management at faculties level;
- judicious capitalization of University lands;

10. COMMUNICATION AND INSTITUTIONAL IMAGE

10.1 Image and internal communication

- promoting the university through diversification of the taken actions by the Department of Image, Institutional Identity and Communication;
- advertising given to the potential candidates through different methods: own web-page, brochures and posters, visits to the high-schools to present the educational offer, etc;
- ensuring total access at documentation on university offer regarding study and life conditions of the students, detailed and individualized in study guides, in according with the specific of each faculty;
- information of the personnel on University values;
- optimization of the information flow between faculties and departments;
- promoting University by celebrating the Centennial;
- organizing of scientific symposiums per faculties;
- organizing of students scientific symposium;
- organizing *Ecological products fair*;
- organizing *Fair for farmers and food industry* - AGRALIM;
- generalization of using academic e-mail address (extension uiasi.ro) for access to information;
- creation of a University brand;
- designing the internal signs in University buildings.

10.2 Image and external communication

To improve the visibility at national and international level, as an institution with a real potential for advanced research and education are proposed the following acting directions:

- elaboration of the visual identity hand-book for UASVM Iași;
- highlighting the quality of a honest and valuable partner of the University;
- professional presentation of the University study offer in Moldova high-schools and colleges;
- fair and objective coverage through mass-media of the University image in society;
- organization of press conferences to present the events and achievements of University;
- ensure the information possibilities via interactive info-desks;
- placing LCD type terminals to disseminate useful information to students and other members of academic community;
- promoting UASVM as an excellence institution, adapted to the nowadays complex environment;
- promoting University through personalized objects with own insignia;
- improvement of University site in a professional manner;
- launching procedures for a contest to create the University mascot;
- maximum exploitation of the communication potential offered by mass-media and socializing networks in promoting process of University;
- organizing of scientific symposiums, with international participation, at the faculties of University;
- publishing the jubilee volume of University;
- realization of scientific, artistic and cultural meetings with prestigious cultural institutions.

Updated in meeting of Senate of UASVM Iași from September, 13, 2012.

President of University Board of UASVM Iași

RECTOR

Prof. univ. dr. Vasile VÎNTU

1. Full time Bachelor studies - 2011/2012 academic year

FACULTY	STUDY PROGRAM	BACHELOR FIELD	STUDIES LASTING/ MAX. NO. OF STUDENTS PER YEAR	STATUS OF THE STUDY PROGRAM	HIERARCHY CLASS IN 2011
FACULTY OF AGRICULTURE	Agriculture	Agronomy	4 years / 150	Accredited, 2007	A
	Agriculture in mountainous region		4 years / 50	Accredited, 2009	A
	Biology	Biology	3ani / 30	Accredited, 2010	C
	Economic engineering in agriculture	Engineering and management	4 years / 75	Accredited, 2011	C
	Technology of processing agricultural products	Food products engineering	4 years /100	Accredited, 2010	B
FACULTY OF HORTICULTURE	Horticulture	Horticulture	4 years / 125	Accredited, 2007	A
	Landscape architecture		4 years / 75	Accredited, 2011	A
	Environmental engineering	Environmental engineering	4 years / 60	Temporary authorization, 2009	E
FACULTY OF ANIMAL HUSBANDRY	Animal husbandry	Animal husbandry	4 years / 120	Accredited, 2007	A
	Fishery and aquaculture		4 years / 40	Accredited, 2010	A
	Engineering and management in public alimentation	Engineering and management	4 years /75	Temporary authorization, 2009	C
	Control and expertise of aliments	Food products engineering	4 years /75	Temporary authorization, 2009	B
VETERINARY MEDICINE	Veterinary medicine	Veterinary medicine	6 years/200	Accredited, 2007	B

2. Distance learning Bachelor studies programs - academic year 2011/2012

FACULTY	STUDY PROGRAM	BACHELOR FIELD	STUDIES LASTING/ MAX. NO. OF STUDENTS PER YEAR	STATUS OF THE STUDY PROGRAM	HIERARCHY CLASS IN 2011
FACULTY OF AGRICULTURE	Agriculture	Agronomy	4 years / 50	Accredited, 2010	A
	Economic engineering in agriculture	Engineering and management	4 years / 75	Accredited, 2010	C
FACULTY OF HORTICULTURE	Horticulture	Horticulture	4 years /50	Accredited, 2010	A
FACULTY OF ANIMAL HUSBANDRY	Animal husbandry	Animal husbandry	4 years /50	Accredited, 2010	

3. Full time master study for 2011/2012 academic year

FACULTY	STUDY PROGRAM	FIELD	STUDIES LASTING/ MAX. NO. OF STUDENTS PER YEAR	STATUS OF THE STUDY PROGRAM
FACULTY OF AGRICULTURE	Examination and Assessment of Land	Agronomy	2 years/ 30	Accredited, 2011
	Production of Seed and Horticultural Planting Stuff		2 years/ 30	Accredited, 2011
	Alternative Technologies in Agriculture		2 years/ 50	Accredited, 2011
	Modern Agricultural		2 years/ 30	Accredited, 2011
	Expertise in the Food Chain	Food products engineering	2 years/ 25	Accredited, 2011
	Agricultural Manager	Engineering and management	2 years/ 50	Accredited, 2011
	Management of Agricultural Business		2 years/ 30	Accredited, 2011
	Management in Catering and Agritourism		2 years/ 30	Accredited, 2011
	Conservation and Utilization of Vegetal Genetic Resources	Biology	2 years/ 30	Accredited, 2011
FACULTY OF HORTICULTURE	Plant Protection	Horticulture	2 years/ 30	Accredited, 2011
	Technology and Quality Control of Beverages		2 years/ 30	Accredited, 2011
	Production of Horticultural Seed and Planting Stuff		2 years/ 50	Accredited, 2011
	Ecological Horticulture		2 years/ 30	Accredited, 2011
	Urban and Territorial Landscape Planning		2 years/ 30	Accredited, 2011
FACULTY OF ANIMAL HUSBANDRY	Animal nutrition and feeding	Animal husbandry	2 years/ 30	Accredited, 2011
	Reproduction and genetic amelioration		2 years/ 30	Accredited, 2011
	Quality and Food Safety Management		2 years/ 50	Accredited, 2011
	Management of the animal production		2 years/ 30	Accredited, 2011
	Management of exploitations in aquaculture		2 years/ 30	Accredited, 2011

4. Fields and specialisations of doctoral studies on October 01, 2012

No.crt.	Field	Specialisation	PhD Leader
A. Doctoral school of Agronomy, Horticulture and Animal husbandry			
1	AGRONOMY	Agrochemistry	Prof.dr. Ioan Avarvarei
		Phytotechnics	Prof.dr. C-tin Vasilica
			Prof.dr. Mihail Axinte
			Prof.dr. Teodor Robu
		Agrotechnics	Prof.dr. Gheorghe Timariu
			Prof.dr. Teodor Onisie
			Prof.dr. Gerard Jitoreanu
		Forage Production and Storage	Prof.dr. Nicolae Dumitrescu
			Prof.dr. Adrian Ionel
			Prof.dr. Teodor Iacob
			Prof.dr. Vasile Vintu
		Management and marketing in agriculture	Prof.dr. Petru Magazin
			Prof.dr. Nicolae Vasilescu
			Prof.dr. Ion-Valeriu Ciurea
Prof.dr. Aurel Chiran			
Exploitation of Land Improvement Systems	Prof.dr. Paul Savu		
	Prof.dr. Bucur Daniel		
Plant physiology	Prof.dr. Constantin Milică		
	Prof.dr. Doina-Carmencita Jitoreanu		
Phytopathology	Prof.dr. Viorica Iacob		
	Prof.dr. Ulea Eugen		
Agriculture mechanisation	Prof.dr. Ioan Țenu		
	Prof.dr. Victor Vâlcu		
2	HORTICULTURE	Genetics and Plant Amelioration	Prof.dr. Constantin Leonte
		Plants protection	Prof.dr. Mihai Talmaci
		Viticulture and Oenology	Prof.dr. Valeriu D. Cotea
			Prof.dr. Valeriu V. Cotea
			Prof.dr. Liliana Rotaru
			Prof.dr. C-tin Țârdea
		Floriculture	Prof.dr. Lucia Draghia
		Fruit growing	Prof.dr. Gică Grădinariu
Truck farming	Prof.dr. Nistor Stan		
	Prof.dr. Neculai Munteanu		
Agri-food Products Technology	Prof.dr. Dumitru Beceanu		
3	ANIMAL HUSBANDRY	Animals feeding	Prof.dr. Ioan-Mircea Pop
		Swine Exploitation Technology	Prof.dr. Pășărin Benone
		Animal Product Technology	Prof.dr. Boișteanu Paul Corneliu
		Cattle and Riding Horses Exploitation Technology	Prof.dr. Vasile Ujică
			Prof.dr. Ioan Gâlcă
		Genetics	Prof.dr. Șteofil Creangă
		Swine Exploitation Technology	Prof.dr. Gh. Tărăboanță
		Fowl and Fur Animals Exploitation Technology	Prof.dr. Ioan Vacaru-Opriș
			Prof.dr. Usturoi Marius
		Sheep and Goats Exploitation Technology	Prof.dr. Vasile Stan
Prof.dr. Pascal Constantin			
Beekeeping	Prof.dr. Lazăr Ștefan		

No.crt.	Field	Specialisation	PhD Leader
B. Doctoral school of Veterinary medicine			
4	VETERINARY MEDICINE	Microbiology and immunology	Prof.dr. Mihai Carp-Cărare
		Normal and Pathological Morphology	Prof.dr. Ioan Paul
			Prof.dr. Vasile Coțofan
			Prof.dr. Otilia Coțofan
			Prof.dr. Corneliu Cotea
		Surgical pathology	Prof.dr. Ioan Burtan
		Animal hygiene	Prof.dr. Ioan Coman
		Semiology and Medical Pathology	Prof.dr. Nicolae Hagi
			Prof.dr. Solcan Gheorghe
			Prof.dr. Vasile Vulpe
		Obstetrics and Veterinary Andrology	Prof.dr. Liviu Runceanu
			Prof.dr. Dan Drugociu
		Infectious Diseases	Prof.dr. Tudor Perianu
Prof.dr. Săvuța Gheorghe			
Prof.dr. Veleșcu Elena			
Normal and pathologic physiology	Prof.dr. Elena Marcu		
Pharmacology and toxicology	Prof.dr. Paul Cura		
Parasitic Diseases	Prof.dr. Miron Liviu		

REGULATIONS ON QUALITY ASSURANCE AT THE UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE IAȘI

CHAPTER I - GENERAL PROVISIONS

Article 1. This regulation was drawn up according to the National Education Law nr.1 / 2011 and the **MER Order no. 3928/21 April 2005** on the quality of educational services in higher education, **OU no. 75/12 July 2005** on Quality Assurance in Education, on the **University Charter** and the resolutions of the **USAMV Iași Senate**.

Article 2. (1) The Rector of USAMV Iași is directly responsible for the quality management within the university, acting as coordinator of the Commission for quality evaluation and assurance.

(2) **The leadership** of the faculties, departments, services and other organizational structures, and **each member of the teaching staff**, auxiliary teaching and non-teaching staff are **personally responsible for the quality assurance** of each and every activity that they perform.

Article 3. (1) **The Commission for quality evaluation and assurance consists of 9 members:** the vice-rector in charge of the teaching activity, who provides the operational leadership of the commission, 3 members of the teaching staff, two student representatives, two graduates and one employer.

(2) The Commission's mission is to implement the Decision of the Senate on quality assurance and to develop the Annual Report on quality assurance.

(3) Each faculty has **quality commissions** of their own that are in charge of organizing and performing annual monitoring and evaluation of the quality of study programmes and other activities included.

(4) The activity of the Commission for quality evaluation and assurance is assisted by a **specialized division**, with an auxiliary staff employed on a cumulative salary based system, consisting of a secretary position and one for an IT developer.

Article 4. The Prerogatives of the Commission for quality evaluation and assurance are:

(1) Develops and coordinates the implementation of procedures and evaluation and quality assurance activities approved by the governing body:

(2) **Develops annually**, until the date set through internal procedures, a **report** on the quality of educational services of the respective institution and proposes measures for improvement. The report is brought to the attention of all direct and indirect beneficiaries of the educational services, by posting or publication on the website: **The Annual Report** summarizes the internal self-evaluation and is made available to an external evaluator - Romanian Agency for Quality Assurance in Higher Education (ARACIS):

(3) Periodically evaluates, at intervals not exceeding four years, the quality of the activity of each member of the teaching staff and of each study programme.

(4) Conducts annual surveys to investigate the opinion of students, graduates and employers on the quality of the educational services:

(5) Develops its own database with information on the quality of the performed educational services, structured on standards and performance indicators at an institutional level and on each study programme.

(6) Develops proposals for the improvement of quality taking into consideration the reference standards and the Guide to Good Practice developed by ARACIS;

(7) Cooperates with the Romanian Agency specialized in Quality Assurance, with other agencies or institutions from abroad.

CHAPTER II - POLICIES, STRATEGIES AND PROCEDURES FOR QUALITY ASSURANCE

Article 5. (1) One of the constant concerns within USAMV Iași is represented by the **establishment of a policy of ongoing quality assurance and improvement** at the USAMV Iași;

(2) **The Quality policy covers the following aspects:**

A. Achievement of high academic standards by:

- securing the presence of teaching staff of high professional competence;
- reaching a balanced structure of the teaching staff on categories of positions;
- achieving a high rate of occupation of teaching positions;
- an appropriate share of the university professors and associate professors from the total number of the teaching staff;
- a high share of professors with PhD titles;

Appendix 5 – Regulation on Organization and Operation of the Quality Assurance Department

- a high share of teaching staff acting as doctoral supervisors;
- an agreement between the university curriculum content and European standards in the field;
- the manner in which the university infrastructure supports an educational and instructive process at a high level.

B. Increase in the volume and quality of the scientific research activity by:

- addressing some major research topics in line with the demand, on the domestic and foreign market;
- conducting research activities at international standards;
- securing a balance between fundamental and applied research;
- a prioritized approach of projects for excellence;
- engaging some interdisciplinary research topics at which research teams including staff with different fields of specialization could work together.

C. Establishing a communication system to facilitate performance by:

- creating an efficient intra-and internet-based communication system;
- ensuring the operational function of information transmission;
- existence of communication feedback.

D. Creating an institutional climate appropriate to academic life by:

- controlling the determining factors and maintaining an institutional environment favoring a highly superior instructive-educational and quality research process;
- solving labor disputes in an atmosphere of equity.

E. The presence of a permanent concern for creating a culture of quality, involving the entire staff of the University by:

- promoting the set of values that will secure the overall quality within the University;
- increasing the share of values promoting quality within the University organizational culture.

F. Promoting motivating factors for human resources by:

- improving the wage system;
- providing a set of moral incentives;
- promoting measures of labor protection and safety.

G. Ensuring promptness of service by:

- increasing the efficiency in solving claims;
- Establishing methods of signaling the dysfunctions.

H. Setting up a continuous development process of the staff by:

- promoting specific forms of development on categories of staff;
- existence of fair and transparent criteria for promotion.

I. Ensuring an efficient control system

J. Applying a modern institutional management by:

- adopting the most effective methods of management;
- promoting a democratic style in the management process;
- implementing a management of total quality regarding the managerial process.

K. Promoting cooperation between universities nationally and internationally by:

- developing cooperative programmes with universities of the same profile domestically and abroad;
- having the teaching staff and students participate at national and international scientific meetings;
- Mobility of teaching staff for documentation and development in national and international profile universities.

Article 6. (1) At **USAMV Iași** there is a **strategy for quality**, a quality management system, quality assuring procedures, standards of study programmes and diplomas.

(2) In achieving **quality standards**, **U.S.A.M.V. Iași** considers the following **strategic guidelines**:

- Orientation towards meeting the needs and expectations of students, employers and other interested parties;
- Proactive attitude of the institution's leadership regarding the issue of quality, translated in the creation of an environment suitable to performance on all dimensions of activity;
- Addressing the issue of quality in strategic terms: mission, values, principles, policies, strategies, objectives;
- Controlling and continuous improvement of the processes from the institution;
- Involvement and accountability of the personnel;
- Concern for the creation of a quality culture, involving all interested parties;

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- Identification of relevant quality indicators and introduction of internal evaluation mechanisms of these;
- System documentation in order to provide objective evidence necessary in establishing trust.
- Organization of *benchmarking* activities with other universities, possibly from abroad, so as to identify and retrieve the best practices in quality assurance;

Article 7. To achieve an education of quality USAMV Iași aims at meeting the following **criteria**:

- demonstrating the ability to achieve the objectives of legally defined qualifications;
- meeting the requirements and expectations of direct and indirect beneficiaries;
- guaranteeing compliance with quality standards;
- consistently aspiring towards the improvement of quality and the achievement of excellence indicators.

Article 8. The **primary objectives** of U.S.A.M.V. Iași on quality assurance and improvement are:

- strategic planning of activities of the education institution, including the quality assurance for the specialists' training;
- reviewing goals and educational technologies so as to align them to modern educational standards;
- improving the supply with resources (material, technical, financial, informational etc.);
- diversification of educational paths in agreement with labor market necessities and those of educational services' consumers;
- resizing and restructuring of educational plans and programmes based on the principle of anticipated development (in relation to practice), continuous updating of the study programmes.

Article 9 (1) In drawing up the quality policy promoted by U.S.A.M.V. Iași the following elements have been considered:

- quality is defined by the university management, who also provides its achievement;
- responsibility for the development and implementation of the quality policy belongs to the institution's leadership; this policy represents a commitment of the leadership to its own staff, customers (students) and society; the quality policy is detailed and manifests itself on all levels of the institution;
- the final assessment of the quality is made by society, and namely by the graduate;
- competence in the quality field represents more than satisfied graduates, but also winning over the students.

(2) Improving the quality of education is a continuous process of designing and applying all the measures and activities determining a beneficial change in the performance level of the educational programme.

(3) For the improvement of quality one must take into consideration the evaluation, analysis and continuous collective action on part of the U.S.A.M.V. Iași, based on the selection and adaptation of the best procedures as well as the selection and application of the most relevant reference standards.

Article 10. "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine has set its own **guidelines** as far as quality is concerned. These guidelines concern all the elements determining a superior instructive-educational process in terms of quality, such as: **admission, teaching and learning, student assessment, research, quality assurance methods, relations with society, academic administration, student services, relations between universities, international relations.**

Article 11. U.S.A.M.V. Iași provides a fair **admission process** to studies, transparent and at a high quality level, applying the following **principles**:

(1) **Quality Assurance of the Admission** by: access of all candidates that have passed the Bacalaureate exam; sealing of papers in case of a competition, guaranteeing appropriate admission arrangements for candidates with disabilities; adopting policies on equal opportunities for different categories of students, including those with special needs.

(2) **The relevance of admission** is guaranteed by the following measures: admission requirements are relevant to the profile of the student or graduate: admission enables the assessment of talents and competences required by the profession.

(3) **Admission reliability** is ensured by: applying the same criteria for each candidate: double independent evaluation of the candidates' files or papers; further analysis of complaints by an independent commission.

(4) **Accessibility of admission** is provided by publishing, at least 6 months in advance, the admission conditions, topics and bibliography (if the admission includes tests), the contents of the application file, the timetable, etc.: the existence of an admission information and counseling desk and of faculty teams promoting the admission process in high schools.

(5) **Admission transparency** is ensured by publishing the places available: publication of the results in visible locations and on the university website, the existence of an available complaints system.

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- (6) **Competitive admission** based on general average grades from high school and the Bacalaureate exam.
- (7) **Conducting the admission within a fixed period of time**, scheduled in advance, so that potential candidates benefit from counseling at least three months before the admission exam; candidates receive guidance for the completion of the registration form: the Admission Report is analyzed by the Teaching Councils of Faculties, which forward conclusions and suggestions to the Senate.
- (8) **University marketing** is provided by various means: publishing in the mass media: editing and disseminating brochures and leaflets: posting on the website relevant admission information, organizing informative public events (informative teams in high schools): The University presents its identity to the public, its specific policies, programmes together with the internal and external evaluation elements.
- (9) **A profile of the desired candidate** is created in terms of competences needed for a given study programme. The University has created differentiated communication and promotion strategies targeted at various customers (e.g. the agricultural profile high schools).
- (10) **Motivations and expectations** of the admission candidates are studied periodically.

Article 12. Teaching - learning at USAMV Iași comprises the following defining elements:

(1) Study Programmes

- the University has BA programmes accredited / authorized by bodies of the MER entitled to do so;
- the University possesses formal mechanisms for the approval of study programmes, their periodic assessment and monitoring;
- the University makes public relevant, impartial and objective information, both qualitative and quantitative, on all of its studies programmes, considering the needs of students with disabilities; there are also mechanisms by which their opinion is recorded;
- study programmes are subject to annual self-evaluation process;
- study programmes are based on regular dialogue with students, graduates, employers and other interested parties:
- there is also information on the graduates' rate of employability;
- the University has Bachelor, Master and PhD degree programmes;
- the University recruits students through open competition for all the 3 cycles.

(2) Management of the Teaching - Learning Process

- the curricula are published and the courses' themes and bibliography are announced prior to the start of the academic year;
- the number of students per tenured members of the teaching staff is appropriate;
- the number of credits awarded to courses is determined by evaluating the bibliography, course themes and the activities independently pursued by the student;
- the University has laboratories, collections, a museum, an experimental teaching station and other resources appropriate for the offered level of diploma;
- teaching and learning is integrated into practical training programmes (at least 3 weeks per year) and internships:
- teaching and learning processes are integrated within research projects;
- there is a mentorship system of experienced professors addressing the young members of the teaching staff.

(3) Teaching Strategies

- the professor possesses a teaching strategy with clear objectives and has published the course objectives, the syllabus and bibliography in an accessible form;
- professors use new technology resources (e.g. e-mail, personal webpage for the syllabus, bibliography, resources and dialogue with students);
- professors use modern aiding materials (Projector, Video-projector, etc.)
- the professor involves the students in the teaching activity (answering questions from the class, brief presentations and demonstrative experiments);
- the teaching process is guided by the pace and learning style of the students;
- the teaching strategy takes into account the needs of students with disabilities;
- the professor guides the student's intellectual development, giving it a strategy-bound dimension;
- the members of the teaching staff meet in discussion groups to debate on the teaching methodology.

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(4) Learning Resources• the University provides learning resources available to students for each study programme, in agreement with the evaluation criteria and standards;• the University provides learning resources in electronic format;

- the University has courses available online or course notes and syntheses for each study programme;
- there is a permanent offer addressing the leveling of poorly prepared students.

(5) Tutoring

- the professor provides counseling hours available to students;
- the professor personalizes his/her guidance to student's demand;
- there are tutors for each year or any other forms of association between a professor and a group of students:
 - there is a structure for counseling students on course selection and career paths at university and faculty level;
 - each professor has a group of students for which he acts as tutor.

Article 13. Student Evaluation

(1) Principles

- evaluation of students is fair, accurate and reliable;
- the Rights and Obligations of the students are subject to rules and made known to the public on all study cycles;
- at the beginning of the course the criteria needed for admission to exams, the calculation of the average exam grade and information regarding re-examination are announced;
- the evaluation at the registered tests may be challenged formally by the student before an entitled jury;
- Students' evaluation is carried out in agreement with previously published criteria, which describe the performance corresponding to each pass grade;
- There are formal mechanisms ensuring that the required standards and criteria for student evaluation are applied on a regular basis and in a fair manner;
- the assessment of each student is being explained to him/her against the criteria;
- there is a student handbook for writing seminar papers (essays, practical papers, papers, reviews, case studies etc.)
- the student is entitled to a qualitative evaluation, making reference to the evolution of his/her training and offering prospects for future development.

2) Objectives

- checking assimilation of knowledge, abilities, basic competences;
- differentiating the evaluation according to knowledge, understanding and competences;
- encouraging and recognition of the student's own achievements in the relevant field;
- evaluation of the quality and durability characteristic of knowledge and competences assimilation.

(3) Evaluation Management

Several forms are being used according to the specific of the discipline:

- accurate evaluation through exams – counts for at least 50% of the total number of evaluation forms;
- Formative evaluation through tests during the semester or at the end of it;
- Formative evaluation through seminar grades / papers/ essays;
- evaluation through oral examinations.

(4) Graduation and Diploma Awarding

- a final graduation examination is being organized within the legal norms;
- The guidance of students towards the writing of Diploma papers / projects and / or Master dissertations to be integrated in the professors' research projects and within the career development programmes for graduates;
- There is a concern for checking the originality of the papers at all cycles of university studies.

Article 14. Research

(1) Research Strategy

- the research strategy is based on a dissemination from the bottom-up and on the understanding of recent trends of the domains. This strategy is prepared by a commission of the Senate;
- the Strategy ensures a balance between fundamental, applied and commercial research;
- the Research strategy is adopted by the Senate and made public;

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- there is an ethical code defining the practice of the research process, setting out rules regarding experimentation on animals and humans;
- the Senate Commission monitors and evaluates research according to the proposed goals, forwarding any recommendations to the Rector.

(2) Research Resources

- there are complementary contract-based funding resources for research;
- the teaching staff receive national / international research grants;
- doctoral programmes are funded separately through doctoral schools and by self funding;
- funds also come from the civil society, foundations, private companies;
- the university administers testament devises, usufructs and donations made for the promotion of knowledge.

(3) Relevance of Research and Staff Level

- Scientific research is recognized through contracts, national / international publications, participation at conferences / seminars;
- There is a part of the staff which is entirely dedicated to research;
- In addition to research competences, the teaching staff should master at least one foreign language of international use:
- The university has periodicals, with an editorial board and scientific reviewers:
- University research laboratories provide the best conditions for measurements, analyses, expertise in our areas of competence:
- There is exchange with universities from European countries, by mutual invitations to conferences:
- The University organizes conferences / scientific symposia with international participation;
- There is a coherent policy for attracting young people in various research programmes;
- All the teaching staff carry out scientific research activities in their field of expertise:
- The Senate debates and validates each year the Scientific Research Report;
- Students in their final years of their BA degree studies, those from Master and Doctoral degrees carry out research activities in teams together with their teaching staff:
- The university's publications are recognized by professional bodies or included in international databases:
- The teaching staff with a highly scientific prestige also act as experts-evaluators in national /international research programmes:
- The teaching staff receive national / international awards for research;
- The teaching staff are members of the Romanian Academy or AAFS.

(4) Contract Research

- There are research contracts with internal and external beneficiaries;
- There are research / expertise / consultancy contracts carried out with firms.
- The contracts bear the approval stamp of the Legal Department and respect all legal and internal regulations of the university.

(5) Research within Departments

- there are activities presenting the results of research activities, such as: research papers, scientific sessions, workshops, analysis of the Annual Research Report.
- the Department has disciplinary and interdisciplinary research priorities;
- the Departments meet regularly for presentation and discussion of publications, results and recent developments in their discipline.

(6) Applied Research and Technology Transfer

- The university has applied research projects;
- There are contracts with enterprises and companies for services and applied research;
- There is a component of technology transfer at the University.

Article 15. Quality Assurance of Study Programmes

- Study programmes are subject to annual self-evaluation carried out by the joint commissions established for this purpose:
- The Quality commissions include representatives of students, graduates, employers or professional organizations:
- External evaluation is carried out at least every 5 years;
- There is an annual plan for the improvement of education programmes;

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- The improvement of programmes take into account the needs of students with disabilities;
- After the external evaluation a plan is drawn up for the implementation of the experts' suggestions;
- Study programmes prove their own excellence through national / international collaborations.

Article 16. Quality Assurance of the Teaching Staff

(1) Principles

- the evaluation of a teaching staff member is open, fair and formative and it takes place with his/her consent
- these features of the evaluation are guaranteed by making public the criteria, domains and methods of evaluation:
- the evaluation of the teaching staff member is confidential:
- there are guarantees that at recruitment candidates for teaching positions are not discriminated on opinions, political affiliation, disabilities, gender or membership to certain social and cultural groups;
- the quantitative and anonymous data (statistic) on teaching staff evaluation from a Department or programme is communicated to the Faculty Council and the Senate, a summary of which will be published in reports;
- data concerning the quality assurance of the teaching staff are available for external evaluation:
- The professor presents a portfolio proving his teaching experience, with additional materials, resources, evaluation methods;
- a commission of colleagues attends the courses and seminars;
- the Management uses other methods in the evaluation of teaching efficiency, the latter being integrated into the study programme evaluation;
- the evaluation of the teaching staff member is taken into consideration in case of promotions, awarding of distinctions, incentives, establishing the salary.

(2) Management Evaluation

- the teaching staff member evaluates himself and is evaluated annually by the Head of Department;
- the evaluation refers distinctly to teaching, research, involvement in Department or Faculty activities and dissemination of science and culture:
- the Head of Department uses a multicriterial evaluation format.

(3) Peer Evaluation

- there is a **Peer Evaluation** form which is completed by fellow colleagues from the Department / Faculty:
- the internal commission for the evaluation of the teaching staff prepares a report and issues personalized recommendations.

(4) Student Evaluation of Professors

- Students regularly complete standardized forms approved by the Senate, which are later statistically analyzed:
- evaluation forms refer to states of affairs and practical aspects;
- the evaluation commission may hold a focus group with students to evaluate the member of the teaching staff, with his/her consent.

Article 17. Quality Assurance of Research

- there are research evaluation mechanisms with objectives and quality indicators;
- there are mechanisms that help maintain and improve standards of academic research programmes:
- regulations concerning Master and PhD degrees are published and available to the public;
- there is a Code of Research Practice;
- there are regulations on plagiarism and unethical conduct in scientific research;
- the research environment is presented to students before admission to the 2nd and 3rd study cycles ;
- the scientific supervisor or tutor closely follows the student's progress and communicates to the latter his/her observations. There are also written documents detailing the needs for development and the training level of the student;
- There is a possibility that the student will benefit from the guidance of several supervisors;
- The criteria for the evaluation of Master dissertations and Doctoral theses are published and accessible:
- doctoral supervisors are not overloaded with teaching and research activities nor with too many PhD candidates:
- There is also a procedure recording the suggestions of students in the 2nd and 3rd study cycles on the resources available to support their research;

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- there is an appeal procedure the PhD candidate can use against decisions of the doctoral scientific supervisor;
- there are continuous improvement mechanisms of the study programmes for the 2nd and 3rd study cycles.

Article 18. Relationship with the Labor Market

The employability of students is provided by:

- internships, including for students with special needs and disabilities;
- correlation of the curriculum's content with the "job description" of the professions they will have access to;
- labor force market studies;
- regular debates with employers and HR professionals;
- the development plans of specializations are correlated with prospected studies.

Article 19. Development Projects

- the University participates in local and regional development projects;
- the University participates in projects with potential for technological innovation.

Article 20. Presence in the Media

(1) General Rules

- the University manages its image in the mass media;
- the University has a Public Relations Department;
- the University subscribes to the most important newspapers.
- there is a strategy concerning its presence in the media and the information channels;

(2) Dissemination of Science

- the teaching staff contributes to the popularization of science through conferences, communications and articles published nationally;
- the University organizes exhibitions, conferences and other activities for the stimulation of scientific vocation in the young;
- the University publishes results of its own research;
- there are journals presenting the results of research.

(3) The Dissemination of Culture

- the artistic work of the teaching staff and students is encouraged through circles, creative workshops and publications;
- the academic staff publishes papers of broad cultural interest, essays and argumentative contributions to social problems;
- the University counts among its teaching staff well-known cultural and media personalities.

(4) Participation in Debates of Social Interest

- the teaching staff are present in the social and citizen-focused press;
- by means of the print and broadcast media the university teaching staff expresses their views regarding the evolution of society.

Article 21. University Administration

- administration is done using specialized software programmes;
- management applications are integrated on large areas;
- there is an intranet-network which helps organize university communication and administration.

Article 22. Strategic Management

- there is an annual university plan and a strategic plan for a minimum period of four years;
- Central Services collect data and prepare cases for the argumentation of strategic management decision-making;
- There are special commissions in the Senate preparing the development plans.

Article 23. Evaluation of Services

- Evaluation is done by the Head of Service;
- the Service is evaluated annually by the administrative management;
- the Service is involved in the quality improvement programme.

Article 24. Student Social Services

- student services are funded from subsidies and own revenues;
- there is a partnership with the students concerning self-management and co-financing;
- there is staff designed to assess the special needs of the students;

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- there are adequate facilities for students with special needs;
- measures are being taken to ensure that students with special needs are integrated into the academic and social life of the institution and responsibilities in achieving this goal are clearly distributed;
- service units are evaluated annually by commissions which include student representatives and third parties.

Article 25. Study and Documentation Services

- for the Bachelor, Master and Doctorate degree programmes there is a library comprising at least 25,000 volumes for each domain of study and subscriptions to domestic and foreign periodicals;
- there is a rich cultural environment, accessible to students;
- the libraries used by students purchase each year books and journals from the country and abroad.

Article 26. Communication Services

- the students are included in all decision-making bodies of the university;
- the students can express themselves through newspapers or periodicals, including in electronic format;
- the University is totally open to student issues;
- Internet access is provided for students both in study areas and in the dormitories.

Article 27. Partnership Agreements and Consortia

- in this regard legal regulations are complied with;
- there are partnerships with universities, research station/ institutes, companies;
- consortia are organized for different types of activities (research, acquisition of information and goods, admission of students, exploitation of resources);

Article 28. Transfers

- the rules for the approval of transfers are public, fair and transparent;
- no transfers are approved in the first and last year of study or during teaching activity.

Article 29. Participation in International Programmes

- the University participates in international mobility programmes such as Erasmus, CEEPUS, etc.;
- the University is part of associations and international networks of universities;
- the University participates in international research programmes such as Copernicus, FP6 etc.

Article 30. International Study Programmes

- there is a number of foreign students at all levels of the study programmes;
- the University encourages the attraction of foreign students to the study programmes it manages.

Article 31. The international Dimension of Research

- there are contracts / research agreements with international partners;
- PhD candidates are working on joint tutor degrees or make international internships;
- PhD candidates publish articles in internationally recognized journals.

Article 32. (1) At USAMV Iași quality management covers the main components of academic activity:

- Quality of academic teaching;
- Quality of scientific research;
- Quality as a measure of its own organization.

(2) Quality of academic teaching is guaranteed by:

- defining a coherent domain of training for each Faculty and harmonizing these domains within the university's offer;
- identifying the desirability of study programmes and a structural adjustment of the university offer;
- identifying the real needs and expectations of the socio-economic environment concerning the competences of graduates for each study programme (specializations), correlating these with the university's experience and international practice (European);
- drawing up appropriate curricula and syllabuses;
- identifying and applying the best practices of control and continuous improvement of the educational process (teaching and learning, monitoring and supporting student progress and evaluating the knowledge and competences acquired by them);
- introduction of quality evaluation criteria and procedures in all areas of the educational process;
- introducing a feedback from students, graduates and employers regarding the structure and quality of the educational performance and its corresponding improvement.

(3) Quality of Scientific Research involves:

- setting criteria and evaluation procedures of research results that will motivate performance;

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- identifying strategic development directions for the scientific research and encouraging the development of excellence centers in these areas so as to strengthen basic research as well as the university's capacity to collaborate on national and international programmes.

(4) Quality as a measure of its own organization is achieved by:

- Identifying and implementing an optimal organizational structure for the quality system:
 - Delegation of responsibility and authority at all relevant levels;
 - Achieving a balance between management decision and stakeholder consultation (external clients, personnel and university students);
 - Avoiding a bureaucracy of quality centralized at university level.
- the Human Resources policy, whose possible coordinates are:
 - Clear definition of performance standards, evaluation and recognition criteria of individual and group activities;
 - Creating an environment that encourages responsibility and initiative;
 - Promoting continuous training and development;
 - Regular evaluation of individual contribution to the achievement of the institution's objectives.
- Creating and developing a support information system for the quality system.

(5) Specific Performance Indicators at USAMV Iași

I. Teaching Process Indicators

- % of examination pass (min. 75%)
- Share of good and very good grades (min. 50%)
- % of Bachelor of Science degree examination pass (min. 90%)
- Share of good and very good grades at Bachelor of Science degree examination (min. 60%)

II. Teaching Staff Indicators

- occupation rate of teaching positions (min. 60%);
- Ratio: Number of students / teaching staff (min. 20);
- Share of professors + associate professors from the total number of the teaching staff (min. 30%);
- share of teaching staff with a PhD title (min. 50%);
- Share of teaching staff acting as doctoral supervisors (min. 30%);
- Number of teaching staff with abroad specialized training - min. 15;
- Number of teaching staff members in national and international scientific/ academic bodies min. 10.

III. Scientific Research Indicators

- Number of grants / contracts per teaching staff member – 0,4
- Research value per teaching staff member - min. 10000 RON
- Number of scientific papers published in prestigious specialized journals/ annals per teaching staff member - 1.5
- Number of organized scientific meetings - min. 4;
- Number of teaching staff participating in international scientific meetings- min. 20;
- accredited scientific research laboratories /centers- min. 5;
- completed PhD Theses - min. 15;

IV. Material Base Indicators

- Number of laboratories - min. 40
- available surface area / student for courses and tutorials / seminars - min. 1,5 m².
- Practical training bases for students - min. 8
- Fields for teaching and research - min. 4
- Number of courses / books / specialized journals in the USAMV Library and the Department libraries min. 200
- Spaces for individual study of students-min. 600 seats.
- Sports base - min. 1

V. Indicators of collaboration with universities / institutes / research stations at home and abroad

- Number of agreements / collaboration contracts - min. 20

VI. Indicators of Academic, Administrative and Financial Management

- The existence of strategic and operative plans
- The agreement between proposals and achievements
- % of the budget for the material base- min. 20%

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- % of the budget for Documentation and Information - min. 5%
- value of capital repairs and investments - min. 5%
- the share of own revenues in the total budget - min. 25%

VII. Indicators of Student Social and Administrative Services

- Coverage of accommodation applications in the dormitories - min. 80%
- Ensuring conditions for cafeteria dining - min. 500 seats / day
- Internet access for documentation - min. 200 web addresses
- Providing medical services-min. 1 medical office.

CHAPTER III – THE METHODOLOGY FOR APPROVAL, MONITORING AND EVALUATION OF STUDY PROGRAMMES AND QUALIFICATIONS AWARDED BY USAMV IAȘI

Article 33. The quality of the study programmes represents one of the basic elements of quality assurance in Higher Education. To this purpose it is necessary to go through and follow these steps: elaboration and approval, monitoring, evaluation and improvement of the study programmes.

Article 34. Approval of Study Programmes

(1) The procedures for the approval of a study programme are carried out by the Faculty/ Department Council at the proposal of the Commission for Study/Teaching Programmes, based on a study of background/ opportunity, analyzing academic and socio-economic needs of the new programme, identifying customers' target group of both prospective students and their future employers.

(2) An important step in the study programme draw-up is represented by the setting of clear objectives, professional and social competences that graduates will acquire until their graduation and which will coincide with those employers expect.

(3) The study of opportunity must possess the synthesis of information concerning similar programmes from the national and international educational offer, the curriculum's content, the transmission manner of knowledge and information, characterization of teaching and learning processes, elements about the content of study disciplines, number of hours, credits, interdependence between different categories of disciplines, the share of these groups in agreement with the quality standards in the field.

(4) The file for each subject will include mandatory information on: the number of hours per types of activities (lectures / tutorials / seminars / project), number of credits, the semester during which the activities take place, objectives, requirements for previously studied discipline, basic content, teaching - learning methods, assessment methodology, the material base available and the minimal bibliography.

(5) Based on these elements the Working Commission will prepare the draft study programme in which one will identify the following parts: mission, objectives, competences (expected results), methods of practical training, manner of graduation and the awarded diploma / title.

(6) The draft study programme is subject to public debate in the Departments, the Faculty Council, the Quality Commission of the Senate and afterwards in the Senate, ensuring participation of the teaching staff, students' representatives with very good results, graduates and employers.

(7) After the favorable approvals of the Faculty Council and the Senate's Quality Commission, the draft of the study programme is submitted for discussion and approval to the Senate. Once the draft is approved by the Senate it will represent the object of the Self-Evaluation Report to be submitted to the Ministry of Education and Research for evaluation by a specialized commission of the Romanian Agency for Quality Assurance in Higher Education (ARACIS), Accreditation Department.

(8) After receiving temporary operating approval and publication in the Official Journal, the study programme becomes part of the university structure and is registered in the educational offer.

Article 35. Monitoring of Study Programmes

(1) After approval, the study programme will be initiated and managed by the Faculty that has proposed it.

(2) The new programme will benefit from adequate publicity, staffing schedules will be drawn up, highly qualified human resources will be secured and a careful monitoring of their teaching / practical activities will be performed together with an evaluation of the students' knowledge, through regular analyses carried out in Departments and the Faculty Council.

(3) These activities will be conducted by the Quality Commission of the Faculty, which as a mandatory rule includes students, using modern methods of information collection and interpretation, with the stated purpose of fulfilling the mission, objectives and competences of the established study programme and the expectations of both students and employers.

Article 36. Evaluation of Study Programmes

(1) This activity is an essential element for quality assurance in higher education and is integrated into the broad/ complex concept of academic evaluation having two components: **Internal or Self-Evaluation** and **External Evaluation** and external audit of study programmes.

(2) In any type of evaluation great importance is attached to setting of evaluation criteria and the quality pattern used in the practical application of evaluation procedures.

(3) For the **Self-Evaluation of study programmes** at the University of Agricultural Sciences and Veterinary Medicine Iasi **five categories of criteria** will be considered:

(3.1.) **Mission, Objectives and Expected Results** of the programme, with a clear identification of: objectives, level of offered programme and competences, content of study disciplines, programme and student evaluation results;

(3.2.) **Structure and Content of the Programme**, covering: structure, distribution and balance of the programme's content, relationship / interdependence between disciplines on years and duration of the programme, combining / integrating the theoretical knowledge with the practical one, level of communication and training in ITC, competences acquired in practical activities (projects, internships, study visits etc.).

(3.3.) **Teaching and Learning Environment**, referring to: teaching methods and technologies that are being used, assessment methods and methodologies of student activity, the material base for teaching and learning activities, student access to learning resources and career counseling;

(3.4.) **Quality Management** regarding the study programme, the students, graduates, highlighting: methods of recruitment and selection of students in agreement with the standard set by the programme, clear academic standards with the assurance of external evaluation requirements of professional/ social fields;

(3.5.) **Quality of the Academic Teaching Staff, concerning: the structure / number, qualifications and competences of the teaching staff, standards of teaching -learning, research and academic ethics and morals.**

Article 37. The Self-Evaluation is conducted by a **Commission** appointed by the Faculty leadership, which includes members of the teaching staff, students from that study programme and high achievers graduates. This Commission will establish the work schedule, setting a deadline for the activity and prepare a Self-Evaluation Report. This will be divided into chapters according to the evaluation criteria followed and will include, where necessary, the measures for improvement proposed by the Commission.

Article 38. Self-evaluation is performed **annually** for each study programme separately, using SWOT type analyses (Strengths, Weaknesses, Opportunities, and Threats). The Self-evaluation Report of the Commission will be submitted for debate and approval to the Faculty Council and afterwards for validation of the Senate, after its initial approval from the Senate Commission for Evaluation and Quality Assurance.

Article 39. The University of Agricultural Sciences and Veterinary Medicine Iasi **will publish an Annual Report** on the quantitative and qualitative aspects of quality assurance based on the internal self-evaluation reports of all the university's study programmes. The Report will be accompanied by a **set of proposals** regarding the continuous improvement of academic performance indicators. Based on these, the University Senate will adopt a coherent and concrete operational plan for the implementation of improvement measures concerning the quality of academic activities.

Article 40. (1) **The external evaluation** of the study programme is conducted by a Commission of external evaluators appointed by competent bodies in the field of quality assurance in agreement with an established methodology, respecting the ethics imposed for such activities.

(2) Based on its discoveries, The Evaluation Commission shall complete the required set of documents, having identified and recorded the strengths / weaknesses originating in the evaluated study programme. Afterwards, it works out the External Evaluation Report, specifying the degree of achievement for evaluation criteria on each chapter.

(3) Finally, after analyzing the results of the evaluation the External Quality Agency will determine whether the study programme meets the minimum standards set for its domain and will make any necessary recommendations which will be used by the Senate for the improvement of the activity.

Article 41. Improvement of Study Programmes

(1) This is a permanent activity and is performed whenever necessary, following the self-evaluation, the external evaluation and changes in the labor market requirements / socio-economic conditions in order to meet students' needs of proper training in agreement with the required quality standards and the expectations of employers.

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(2) The activity is following a well-designed plan with clear deadlines and responsibilities under the supervision of the Faculty leadership and with the approval of the Senate Quality Commission, using the information available in their databases and other documents recording the activity of the Faculty.

Article 42. Databases and the records at Faculty/Department level will provide information regarding:

- Success rate in passing the exams and completing the academic years of study, on levels of quality – intake and success of alumni on the labor market;
- The level of professional satisfaction of students from each study programme;
- The efficiency of the teaching and auxiliary staff (number of students / teaching staff: Number of students / auxiliary teaching staff etc.).
- Socio-demographic structure of each class of students;
- Learning resources and their cost / student;
- Own performance indicators of the study programme, compared to those of similar institutions.

Article 43. Periodic review of the curriculum and syllabuses is based on the recommendation of the self evaluation/external evaluation commissions or at the proposal of employers/professional organizations, following the same steps as with the initiation of a study programme: debates at the Department / Specialization Commission / Council level.

CHAPTER IV - KNOWLEDGE AND COMPETENCES TO BE ACQUIRED BY USAMV IAȘI GRADUATES

Article 44. Knowledge and competences for graduates of the Agronomy domain

(1) Knowledge and competences for graduates of the Agriculture Specialization

Since the mission of the agronomical engineer is to mediate between science and agricultural practice, taking part in the development of action programmes, conducting studies and research on various production factors, counseling farmers and animal breeders, one aims to provide knowledge and competences by means of the academic curriculum regarding:

- Understanding the physiological and biochemical processes in soil and plant;
- Applying the methods and laboratory techniques to investigate the plant's metabolic processes of vegetal organisms;
- Components and operation of tractors, agricultural machinery and equipment for rational use, maintenance and repair;
- Morpho-anatomical characteristics of plants with applications in agriculture;
- Identifying key plant species of food industry, ornamental, fodder, forestry, medicinal and industrial interest, as well as the weed flora of Romania;
- The use of topographic methods and instruments as well as processes - conventional and automated- for the drawing up of topo cadastral plans;
- Introduction, exploitation and maintenance of cadastral work on agricultural lands;
- Agricultural land evaluation system in order to determine land values, tax obligations and mobility of real estate;
- Application of computer calculation techniques for designing and optimizing agricultural production factors and processes:
- Obtaining and producing hybrids and seeds / planting material; improvement of soils with physical and chemical properties unfavorable to plant growth and development;
- Biology and ecology of pests and pathogens so as to implement effective and efficient prevention and control methods in the crops;
- Knowledge of key metabolic processes involved in plant growth and development; biological, ecological, agronomical and managing base of agricultural plant cultivation in the context of intensive agriculture (conventional) and the alternative one (sustainable);
- Rational use of chemicals in agricultural and horticultural production sectors (soil amendments, organic and chemical fertilizers, pesticides, bio-growth stimulators);
- guiding vegetation factors through agro-technical methods to sustain growth and development of the cultivated plants;
- Designing, construction, exploitation and maintenance of local land improvement facilities (irrigation, drainage, collecting coastal streams and fighting against soil erosion):
- Growth and exploitation fruit-growing tree species;
- Sustainable management of natural resources, protection and conservation of the environment;

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- Design and exploitation of various agricultural buildings;
- Development of differentiated technologies for the set-up of temporary meadows, rational use of pastures by grazing and mowing and technologies for the improvement of degraded grasslands;
- The establishment and effective exploitation of annual and perennial fodder crops;
- Differentiated techniques of preparation, storage and preservation of fodder;
- Growing field crops with knowledge of rotation, fertilization, tillage, seeding parameters, maintenance work, harvesting and storage of the yield;
- Superior capitalization of germoplasm sources for agricultural species and the efficient use of improvement methods to obtain new biological forms; careful management of irrigation water for plants through different watering techniques and adaptation of the agricultural technologies to the particularities of the irrigated crops;
- developing management competences training for the adoption of modern methods of management of agricultural farms and set-up and management of the agricultural ventures;
- Identification of rural resources, of the principles and methods of their best use; application of the methods to improve the quality of agricultural products for prolonged storage or consumer and industrial use etc.
- Use of methods, techniques and procedures to ensure specific consultancy in all agriculture branches;
- Chemical composition and active principles of the main medicinal and aromatic plants and their ecological cultivation;
- Preparing fodder portions according to the physiological processes of animal nutrition;
- Working out documents and record keeping, inventory of assets, evaluating agricultural production costs of agricultural products and analysis of data recorded by Accountancy so as to help the decision-making regarding agricultural management;
- Application of methods, techniques and procedures for the adaptation of agricultural production structure to the customer's needs, market dynamics and the external environment;
- Promotion of strategic marketing for the complete satisfaction of population consumer needs in profitable conditions;
- in force regulations concerning the setting up and functioning of agricultural enterprises, the legal status of land ownership, contract relations of the enterprises, legal liability, legal status of real estate advertising, banking legal status, the powers of governing bodies and the like:
- Setting up and running ecological farms;
- Principles and functioning mechanisms of the agricultural market in Romania so as to facilitate the entrance on the market of agricultural companies with new products and services in accordance with consumer requirements, competition and economic efficiency:

(2) Additional knowledge and competences for graduates of the Montanology Specialization

The agronomical engineer integrated into the specific activities of the mountain area has a vital role in providing food resources locally by reducing the polluting effects of economic activities, avoiding the migration of young people to urban areas, promoting technical knowledge and providing agricultural consulting services. In agreement to these goals, graduates of this specialization will be acquiring knowledge and competences regarding:

- Development of technologies for the cultivation of the major annual and perennial fodder plants in the mountain and premountain areas.
- Rational interventions for prevention and limitation of the effects of slopes seepage and into the river network in case of heavy rain:
- The use of construction materials and the design of various agro-zootechnical structures and touristic facilities;
- Modern animal rearing technologies;
- Bee and silkworm rearing;
- Cultivation technology for the major forest species in the country and the sustainable exploitation of forest plantations and forests:
- skills in evaluating the management strategy in mountain areas in relation to the internal and external environment and the selection of alternative strategies;
- Analysis and implementation of concepts, principles, techniques and procedures, understanding the complexity of managerial work in rural areas aiming at facilitating the expression of entrepreneurship and freedom of initiative:

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- The market for agri-touristic services (demand, supply, competition, price) and the increase in their economic efficiency:
- Marketing and promotion of rural tourism:
- Modern methods of managing agricultural farms and business ventures in the agriculture performed in the mountain areas:

(1) Knowledge and competences for Master's graduates

- Use of modern methods in agricultural business management (organizing the agricultural land, management and sustainable resource management, product marketing, economic legislation) to optimize the decision-making on coordination of production processes;
- Knowledge of economic laws governing the economy of agricultural production in the European space;
- Knowledge of inventory and cadastral bonitation methods of agricultural land on categories and subcategories of use in order to determine the economic value and the tax obligations of agricultural property; knowledge and application of conservation and improvement methods of the agricultural land's productive potential;
- managing problems related to the existing norms in the production of seed and planting material with respect to control, certification, conditioning, packaging and labeling of biological material, in agreement with European standards;
- specialized knowledge on advanced technologies of sustainable agriculture and processing of agricultural products.

(3) Knowledge and competences for doctoral studies graduates

- Thorough and systematic study of the professional field, using research methods and techniques associated with the field of specialization (Agrochemistry, Phytotechny, Agrotechnics, Plant Physiology, Fodder production and storage, Plant Protection, Management and Marketing in Agriculture, Genetics and Plant improvement, exploitation of land improvement systems and crop irrigation).
- Capacity to perform specialized documentation and investigation in the fields of study approached for the development of valuable professional practice.
- Formulation, implementation and management of research projects according to international standards and norms of professional ethics.

Article 45. Knowledge and competences for graduates of the Engineering and Management domain, Specialization Economic Engineering in Agriculture

The mission of this specialization is to train professionals to possess a rich and diverse theoretical and practical knowledge, able to manage issues related to agricultural production economics, rural economy and development, management and business administration, agricultural policies and rural development, agroalimentary products' market, taxation and financing of rural economy.

In view of these goals, graduates of this specialization will be able to:

- Identify the particularities of agricultural economic resources to an efficient use;
- Explain the effects of macroeconomic policies on economic activities in rural areas;
- Develop a systemic perspective on the effective management of rural resources;
- Use methods, techniques and procedures in order to adapt the structure of agricultural production to consumer needs:
- Apply specific legal framework governing the activities of companies from the field of agroalimentary products in Romania and the European Union:
- Use different methods and techniques for communicating with customers and other business partners; integrate the methods, criteria, sub-criteria and indicators needed to assess the rural resources for their efficient use;
- Use the system of indicators expressing economic efficiency of agroalimentary production, investment and rural development projects;
- Develop the strategic plan of the company, designing different trial models for the business processes by using modern methods (SWOT analysis, TOWS matrix, QSPM, SPACE);
- Develop business plans, focusing on economic efficiency indicators;
- Implement computerized management and economic analysis systems;
- Support the marketing related decisions on product, cost, price, and advertising;
- Apply the legal provisions governing the economic activity within firms;
- Use on daily basis the norms and rules of effective communication with clients and business partners:

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- Efficiently exploit the human resources in the economic activity;
- Understand the social effects of economic and social activities in rural areas;
- Communicate with companies specializing in rural economics and development;
- Promote rural activities in different socio-cultural environments using modern instruments and methods;
- Participate in fairs, exhibitions, events and symposia on themes specific to agricultural and rural development.

Article 46. Knowledge and competences for graduates of the Industrial Engineering domain, Specialization Technology of Processing the Agricultural Products

The mission of this specialization is to form professionals able to manage production activities of animal and /or plant agro-products in processing units and to ensure quality control of products from such units. In this view, efforts are being directed towards the assurance of the graduates' competences in:

- Identifying food resources of plant and animal origin, processing and / or exploitation.
- Optimization of operations and exploitation of specific food industry equipment (milling-baking, processing of vegetables and fruits, sugar and confectionery, oil and margarine, dairy products, meat, wine and distillates):
 - Developing and promoting the efficient use and management of food engineering technologies;
 - Involvement in the analysis of systems used in food chains (branches) for the manipulation, transformation, conditioning and creation of added value to these after the processing of food and agricultural products:
 - Advising on purchase and efficient use of renewable energy and other mechanical inputs, especially the agroalimentary equipment and those required in food processing and handling;
 - Technical assistance in the field of agroalimentary industries with special focus on the design, construction, operation and management of processing and conservation technologies, creating added value and taking into account the quality control of origin, handling, conditioning, distribution and storage of products ;
 - Preserving the quality of fresh and canned food so as to prolong the display duration; improvement of distribution and marketing;
 - Developing processing/preservation technology of food and raw agricultural products (cereals, fruit, vegetables, oily seeds, roots, tubers, meat, eggs, etc.);
 - Use of food additives for the enhancement of food quality and validity; application of measures for the assurance of quality and conditioning of products;
 - Use of microorganisms and metabolites with conventional and modern food biotechnology;
 - Application of biotechnologies in the production and conservation of agroalimentary products: quality control of agroalimentary products according to EU standards for the consumer protection;
 - Application of bioethical principles for agroalimentary products;
 - Implementation of efficient management –marketing by application of specific strategies (product, market, distribution, promotion strategies) to the companies in the agroalimentary field; application of management and business administration methods from the respective domain;
 - professional communication, information and documentation – at an intermediate level - in a foreign language of international use (English, French, German, Russian, Spanish);

Article 47. Knowledge and competences for graduates of the Biology domain

The scientific understanding of life and nature bears new dimensions. In this context, the specialization Biology offers knowledge and trains the graduates' competences in:

- Knowledge of plant morphology and anatomy;
- Applying mathematics in biology;
- Knowledge of invertebrate and vertebrate zoology;
- Acquiring basic knowledge in animal histology and embryology;
- Acquiring knowledge in agrometeorology and bioclimatology;
- Detailed knowledge of the vegetal kingdom;
- Application of specific microbiological methods for the use of microorganisms in biotechnology;
- Acquiring knowledge of the biology of pathogens and pests for the promotion of organic farming;
- Acquiring knowledge of comparative animal anatomy as well as human anatomy and physiology;
- Acquiring knowledge about the metabolic photosynthesis, respiratory, growth and development processes of plants;
- Acquiring knowledge about the heredity laws, the molecular mechanisms responsible for gene expression, protein biosynthesis, possibilities of manipulating the genetic material of plants, animals, humans;

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- Acquiring notions on field crops technology;
- Knowledge of relationships between species, ecosystem laws and environmental laws;
- Acquiring knowledge of the principles and methods of biotechnology used in non-conventional agriculture; "in vitro" crops;
- Principles and methods on the collection and preservation of teaching materials;
- Applying knowledge of teaching practice and school psychology, methodology, logic and education sociology.

Article 48. Knowledge and competences for graduates of the Horticulture domain

(1) Knowledge and competences for graduates of the Horticulture Specialization

- Practical knowledge in domains concerning strictly the technology of horticultural products (vegetables, fruit trees, vineyards, flowers, and dendrology) and competences needed to perform the work required according to cultivation technologies of horticultural plants.
- Knowledge of varieties and cultivars of fruit-growing tree species, which, combined with the biological and ecological characteristics and the technological particularities will contribute to the formation of competences needed in efficiently managing tree plantations.
- Knowledge of biological, ecological, agro-technical and management basics of vegetable plants growing in the fields, greenhouses and solariums within the context of intensive agriculture (conventional) and the alternative one (sustainable).
- Theoretical and practical knowledge of the biological and technological features of berry trees, the technology needed in producing fruit tree seedlings.
- Theoretical and practical knowledge of producing grafts; setting up, maintaining and exploiting of fertile vineyard plantations.
- Theoretical and practical knowledge of the biology and ecology of flower plants, of the key flower plants varieties, production of flower seedling, establishment and maintenance of flower crops, exploitation of flowers and floral products.
- Knowledge of the main varieties of trees and ornamental shrubs, of decorative features, of the biological, ecological and crop-related technological particularities.
- Knowledge of plant life processes underlying mechanisms of minerals absorption and energy and transformation into organic substances of their own.
- Knowledge of the biological processes underlying the formation of agricultural yields;
- Knowledge and rational use of chemicals in agricultural and horticultural sectors (soil amendments, organic and chemical fertilizers, pesticides, bio-stimulators).
- Knowledge of the biology and ecology of pests and pathogens, the main methods of prevention and control in the tree plantations, vineyards, vegetable crops and ornamental plants.
- Knowledge of vegetative factors, their influence on plant growth and development;
- Knowledge of weed and weed control in agricultural crops;
- Knowledge of design principles for the planning and organization of horticultural land, preservation and increase of the soil fertility potential within an environmental protection and conservation framework.
- Morphological characterization of the soil profile, determination of physical and chemical properties of soils and interpretation of results: Knowledge of the natural framework, of soil formation and morphological, physical and chemical properties of soil types.
- Knowledge of technologies for producing white, red and flavored wines, methods of conditioning and stabilizing wines, of bottling, of diseases and defects and ways to prevent them but also improve wine quality; knowledge of the main physico-chemical analysis applied to wines.
- Developing entrepreneurial competences by acquiring competence in setting up companies and implementing European standards within them; Knowledge of modern methods and techniques of analysis, planning and development of agricultural farms.
- Knowledge of structure and functioning of natural and human ecosystems: training ecological awareness so as to enable a sustainable management of natural resources: the formation of habits and fair beliefs on environmental protection and conservation.
- Knowledge of placement and conducting methods for tests with various experimental factors on horticultural varieties: knowledge of capitalization and interpretation methods of experimental results obtained in tests performed on horticultural varieties.

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- Theoretical and practical knowledge of goods and services marketing, training competences of direct and integrated marketing, in terms of economic efficiency of enterprises and in agreement with the market requirements. Acquiring knowledge and technical and economic competences in order to achieve economic efficiency and profit from horticultural activities.

(2) Knowledge and competences for graduates of the Landscaping Specialization

- Knowledge and competences for landscape design.
- Theoretical knowledge and practical competences in the field of graphic representations and techniques used in landscape architecture and in making model landscaping.
- Knowledge of the peculiarities of the world's most famous gardens, from different times and under the influence of various religious, cultural, political views.
- Knowledge of design, placement, construction and exploitation of landscape constructions in agreement with functional and aesthetic norms.
- Knowledge of evolution in the design of green spaces, the role of parks and gardens, types and methods of designing green areas for different purposes.
- Landscape design by harmoniously correlating landscape, the site's size and user requirements. The comprehensive approach of a project by choosing design and landscape strategies that are supported by contemporary concepts of landscape design (spatial, social)
- Knowledge and correct choice of the main plant species that can be used in lawn design in parks and gardens. Knowledge of turf_set-up and maintenance technologies.
- Knowledge of protected natural areas from Romania, protection and conservation of the natural environment: design of urban green spaces according to landscaping principles and within the specific legal system framework.
- Developing harmonious floral compositions, based on certain rules and principles of the visual art and the techniques of using flowers and accessories.
- Knowledge of restoration procedures and operations for parks and gardens with various purposes. Drawing up restoration and recovery plans for the elements with ornamental and utilitarian character from parks and gardens.
- Appropriate design of the density in the traffic network, by classifying routes according to importance, natural direction, choice of proper sizes and pavements. Knowledge of urban systems types and the manner in which they determine the choice of design solutions.
- Developing entrepreneurial competences by acquiring competence in setting up companies and implementing European standards there. Competences for management activities based on knowledge of general management, economic know-how, and specific legislation.
- the use of software tools to assist the landscape design activity.

(3) Knowledge and competences for Master's Degree graduates

- In-depth knowledge of new technologies applied in tree plantations, vineyards, vegetable and flower crops.
- Knowledge of modern methods of obtaining seeds and seedlings in horticultural plants.
- Acquiring theoretical and practical concepts to obtain white, red and flavored wines and distillates.
- Knowledge of principles and modern design methodologies of differentiated schemes for disease and pests control in horticultural and agricultural plants.
- Specialized knowledge of groups of animal pests affecting cultivated or spontaneous plants: theoretical and practical knowledge of various groups of entomophagous useful in the biological control of animal pests.

(4) Knowledge and competences for Doctoral degree graduates

- Systematic understanding of the professional domain and the use of research methods and techniques associated with the domain.
- Design and implementation of a research project and its management in agreement with professional ethical standards.
- Contribution to the development of professional practice of international value.
- Competence in critical analysis, evaluation and synthesis of new and complex ideas associated with professional practice; Competences in communication with the professional community and civil society in matters concerning the domain of expertise.

Article 49. Knowledge and competences for graduates of the Animal Husbandry domain

(1) Bachelor degree studies:

- The production, preservation and processing of fodder resources

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- Organizing and carrying out production activity in specialized livestock farms
- Organizing the activity of breeding and genetic improvement of livestock
- Application of modern breeding and exploitation of the main species of economic interest
- Processing and sale of animal origin products
- Managing the specific range of machinery and equipment specific to zootechnical farms.
- Knowledge of appropriate building materials needed for construction; technological design of zootechnical buildings.
- Knowledge of natural and human ecosystems, of major environmental problems and the main measures of environmental protection; knowledge of the European Union environmental policy.
- Drafting and checking documents and evidence records in animal production management and accounting: accounting data analysis that guarantees quality management.
- Use of modern methods and techniques of management in the leading positions.
- Implementation of management strategies specific to modern economy and their adaptation to the actual conditions of a company.
- Drawing up a business plan
- Entrepreneurial competences in animal rearing field
- Use of computers and modern IT technology

(2) Master's Degree:

- Determination of chemical composition and nutrient value of fodder;
- Evaluation and quality control of fodder and its nutritional value;
- Optimization of feed portions and combined fodder mixtures.
- Efficient use of fodder additives:
- Production of combined and special fodder;
- Preparation and preservation of fodder:
- Evaluating the impact of nutrition and animal feeding on the of quality animal products, on food safety and the environment;
- Planning and organizing activities related to quality in a company that produces, distributes and markets agroalimentary products.
- Implementing a quality management system corresponding to ISO 9000 series standards.
- Implementing a Food Safety Management System (HACCP).
- Auditing the quality management and safety systems.
- Training of staff in the field of agroalimentary products quality.
- Organizing and tracking protection activities for consumers of agroalimentary products in agreement with in force regulations.
- Prospecting, promoting and coordinating a network of distribution for agroalimentary products.
- Negotiating sale-purchase contracts based on the quality and type of agroalimentary products.
- Organizing and conducting technical activities in the selection of animals.
- Zootechnical evaluation of breeding livestock.
- Testing of breeding males used for artificial insemination:
- Official control of animal production:
- Drawing up and implementing programmes and plans of genetic improvement of animals;
- Organizing, managing and conducting work in zootechnical laboratories;
- The harvesting, evaluation, processing and preserving of semen product:
- Establishing the optimal timing for insemination and conducting artificial insemination;
- Conducting the reproductive function by synchronizing the oestrus, ovulation and parturition;
- Making transfer of embryos to animals;
- Implementing breeding management at the level of zootechnical units;
- Counseling on issues of reproduction and genetic improvement of animals;

(3) Doctoral Studies:

- Drawing up documentation, syntheses, data processing, reports.
- Doing scientific research papers.
- communication and negotiation competences
- entrepreneurial competences in the followed specialization.

Article 50. Knowledge and competences for graduates of the Veterinary Medicine domain

(1) Knowledge and competences for graduates of the Veterinary Medicine domain, Bachelor Degree

- Clinical examination of all species of animals: farm animals, pets, entertainment exotic animals (cage birds, reptiles, amphibians, fish), wild animals, useful insects (bees, silkworms, aquatic creatures).
- establishing the disease diagnosis, therapeutic conduct and application of appropriate treatment: medical, surgical, physiotherapy procedures, etc.;
- Performing paraclinical tests for diagnosis establishment: ultrasound, radiography, electrocardiography, hematology, blood chemistry, urine chemistry, microbiology, mycology, serology, cytology, histology, parasitology, toxicology.
- Application of general and specific prevention measures of diseases in animals: disinfection, disinsection, pest control, vaccinations, serumization, and prophylactic medication.
- Control of housing and animal care conditions: quality of shelters, microclimate, maintenance conditions.
- Quality control and feed sanitation: nutritional value, mycological, bacteriological, toxicological and physico-chemical examination.
- Quality control and sanitation of food products and other products of animal origin carried out through bacteriological, mycological, toxicological, physico-chemical examination : determining critical control points in the production flow, control of biological parameters and sanitation facilities of the production, storage and marketing locations of animal products
- Veterinary forensic expertise: establishing cause and time of death, description of death causing injuries and post-mortem lesions.
- Enforcement of veterinary and animal protection legislation.
- Preparation, processing, expertise and marketing of veterinary medical products: verifying compliance of the manufacturing technology, of preservation, storage and marketing conditions.
- Testing the efficiency of veterinary drugs through clinical and laboratory tests.
- Controlling parameters of animal reproduction (fertility, gestation, parturition) and application of breeding biotechnology: artificial insemination, in vitro fertilization, embryo preservation and transfer, synchronization of estrus, etc.
- Animal identification and evaluation.
- Identification and implementation of environmental protection measures.
- Recognition of contagious diseases transmissible from animals to humans and enforcement of public health protection measures.
- Disease diagnosis and application of therapeutic measures in all species of animals: farm animals, pets and laboratory animals, entertainment exotic animals: fish, reptiles, amphibians, caged bird.
- Knowledge and application of modern diagnosis methods: ultrasound, radiography, electrocardiography, blood chemistry tests, urine, hematology, histology, serology, etc.
- Applying adequate therapeutic behavior: medication, surgery, physiotherapy etc.
- Knowledge and application of unconventional therapy methods: homeopathy, laser therapy etc.
- Knowledge and application of methods of laboratory diagnosis of animal diseases: harvesting, preserving and shipping the samples for laboratory tests.
- Performing laboratory tests for the diagnosis of animal diseases: bacterial, fungal and mycotoxicological, serological, virological, hematological, blood and urine biochemistry.
- Interpretation of laboratory tests in relation with clinical, pathological and epidemiological data.
- Knowledge of veterinary drugs, pharmaceutical products and their usage.
- Preparation, conditioning, storage and marketing of veterinary drugs.
- Knowledge of manufacturing technologies for veterinary drugs and control of the manufacturing technology
- Quality control of veterinary drugs and products.
- Clinical and laboratory testing of the efficiency of veterinary drugs.
- Knowledge and preparation of veterinary homeopathic products.
- Law Enforcement in the field of veterinary medicines.
- Knowledge of working methods specific for general and applied epidemiology.
- Knowledge of risk factors specific to different categories of animal diseases and diseases transmissible from animals to humans.
- Application of prevention methods for animal diseases and diseases transmissible from animals to humans.

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- Performing medical biostatistical and veterinarian analysis.
- Applying measures for the public health protection.
- Knowledge and enforcement of sanitary veterinary Romanian and international law.

(2) Knowledge and competences for graduates of the Veterinary Medicine domain, Master's cycle

- disease diagnosis and application of therapeutic measures in all species of animals: farm animals, pets and laboratory animals, entertainment exotic animals: fish, reptiles, amphibians, caged bird.
- Knowledge and application of modern methods of diagnosis: ultrasound, radiography, electrocardiography, blood biochemistry tests, urine, hematology, histology, serology, etc;
- Application of appropriate treatment: medical, surgical, physiotherapy procedures, etc.;
- Knowledge and application of unconventional therapy methods: homeopathy, laser therapy etc.
- Conducting clinical research.
- Knowledge and application of methods of laboratory diagnosis of animal diseases, harvesting, preserving and shipping samples for laboratory tests
- performing laboratory tests for the diagnosis of animal diseases: bacterial, fungal, mycotoxicological, serological, virological, hematological, blood and urine biochemistry.
- Knowledge and application of modern methods of diagnosis: ultrasound, radiography, electrocardiography, blood chemistry tests, urine, hematology, histology, serology, etc.
- Applying adequate therapeutic behavior: medication, surgery, physiotherapy etc.
- Knowledge and application of unconventional therapy methods: homeopathy, laser therapy etc.
- Knowledge and application of methods of laboratory diagnosis of animal diseases: harvesting, preserving and shipping the samples for laboratory tests.
- Performing laboratory tests for the diagnosis of animal diseases: bacterial, fungal and mycotoxicological, serological, virological, hematological, blood and urine biochemistry.
- Interpretation of laboratory tests in relation with clinical, pathological and epidemiological data.
- Knowledge of veterinary drugs, pharmaceutical products and their usage.
- Preparation, conditioning, storage and marketing of veterinary drugs.
- Knowledge of manufacturing technologies for veterinary drugs and control of manufacturing technology
- Quality control of veterinary drugs and products.
- Clinical and laboratory testing of the efficiency of veterinary drugs.
- Knowledge and preparation of veterinary homeopathic products.
- Law Enforcement in the field of veterinary drugs.
- Knowledge of working methods specific for general and applied epidemiology
- Knowledge of risk factors specific to different categories of animal diseases and diseases transmissible from animals to humans.
- Application of prevention methods for animal diseases and diseases transmissible from animals to humans.
- Performing medical biostatistical and veterinarian analysis.
- Applying measures for the public health protection.
- Knowledge and enforcement of Romanian and international veterinary law.

(2) Knowledge and competences for graduates of veterinary medicine, Master's cycle

- disease diagnosis and application of therapeutic measures in all species of animals: farm animals, pets and laboratory animals, entertainment exotic animals: fish, reptiles, amphibians, caged bird.
- Knowledge and application of modern methods of diagnosis: ultrasound, radiography, electrocardiography, blood chemistry tests, urine, hematology, histology, serology, etc.
- Applying adequate therapeutic behavior: medication, surgery, physiotherapy etc.
- Knowledge and application of unconventional therapy methods: homeopathy, laser therapy etc.
- conducting clinical research.
- Knowledge and application of methods of laboratory diagnosis of animal diseases: harvesting, preserving and shipping the samples for laboratory tests.
- performing laboratory tests for the diagnosis of animal diseases: bacterial, fungal, mycotoxicological, serological, virological, hematological, blood and urine biochemistry.
- Performing laboratory tests on samples from the animals' habitat, food, drinking water, air, soil.
- Knowledge of medical laboratory equipment.
- Interpretation of laboratory tests in relation with clinical, pathological and epidemiological data.
- Research activity in the field of laboratory diagnosis.

Appendix 5 – Regulation on Organization and Operation of the Quality Assurance Department

- Knowledge of veterinary drugs, pharmaceutical products and their usage.
- Preparation, conditioning, storage and marketing of veterinary medicine products.
- Knowledge of manufacturing technologies for veterinary drugs and control of manufacturing technology requirements
- Quality control of veterinary drugs and products.
- Clinical and laboratory testing of the efficiency of veterinary drugs.
- Knowledge and preparation of veterinary homeopathic products.
- Law Enforcement in the field of veterinary medicine products.
- Conducting research in the field of veterinary pharmacology and pharmacotherapy.
- Knowledge of working methods specific for general and applied epidemiology.
- Knowledge of risk factors specific to different categories of animal diseases and diseases transmissible from animals to humans.
- Application of prevention methods for animal diseases and diseases transmissible from animals to humans.
- Performing medical biostatistical and veterinarian analysis.
- Applying measures of public health protection.
- Knowledge and enforcement of Romanian and international veterinary law.
- Conducting activities of epidemiological research.

(3) Knowledge and competences for Veterinary Medicine graduates, Doctoral cycle

- systematic understanding of the professional field of veterinary medicine and the use of methods and associated research techniques. Designing and implementing a research project and conducting its management in agreement with the rules of professional conduct.
- Contribution to the development of professional practice of international value and competences of critical analysis, evaluation and synthesis of new and complex ideas related to professional veterinary practice, competences of communication with the professional community and civil society in the domain of veterinary medicine.

CHAPTER V – METHODOLOGY FOR THE ASSESSMENT OF STUDENTS' KNOWLEDGE AND COMPETENCES

Article 51. (1) Students Evaluation represents the process outlining periodically and finally the quantity and quality of knowledge and competences acquired by students at the subjects they study.

(2) The quality and efficiency of the evaluation depends directly on both the forms of assessment - depending on the period of study, the process of grading and its characteristics – and on the fairness, objectivity and responsibility of examiners.

(3) In assessing students U.Ş.A.M.V. Iaşi applies the European Credit Transfer System – ECTS

(4) The teaching activity is governed by the Regulation of teaching activities and the study contracts concluded with students, both of which are approved by the University's Senate.

(5) For a normal and effective teaching activity, Faculty Councils periodically set requirements and criteria underlying student evaluation.

(6) 1st year students, 2005-2006 undergraduate cycle, from the budget state-funded places and the students paying schooling fees who wish to compete for available budget-funded places must meet the following **criteria and performance standards:**

- achieve a minimum of 75% of credits planned for the current academic year, according to regulations on transferable credits approved by the University Senate;
- overall average grade at the end of the academic year is at least 7.00;
- achieving a minimum grade of 8.00 in specialization practice;

The criteria from (6) **does not apply to students who qualify for social grants:** students from orphanages, orphans, with a gross income per family member below minimum wage, heroes or sons / daughters of heroes of the December 1989 Revolution, other special situations with the approval of the USAMV Iaşi Senate.

Article 52. Evaluation of Study Disciplines

(1) At the beginning of each semester the Faculty Council approves the methods of final evaluation and the coordinators of study disciplines inform the students on the forms of assessment and grading particularities for each discipline.

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(2) The discipline coordinator informs of and discusses with the students at the course / seminar / practical seminar the requirements and procedures for examination, promotion, retaking classes for the discipline.

(3) In order to ensure a better preparation of students for the duration of the academic years, all disciplines are posted at the beginning of semesters. The consultation hours, depending on the specific of the discipline of study, are at least 2 per week.

(4) In order to ensure systematic and continuous training, evaluation becomes more efficient during the semester through seminars, free debates, tests, practical laboratory examinations, reports, case studies etc., and at the end of the semester through exams, projects, oral examinations.

(5) The share of current and interim assessments criteria varies in relation to the final assessment between 30-50%, depending on the particularities of the discipline of study and is determined by the discipline coordinator, approved by the Head of Department, the Faculty Council and made public at the beginning of each academic year by posting on the notice board of the Discipline of study (Department).

(6) Results of the evaluation carried out during the semester are discussed with students, the grade given is explained and the achieved scores posted on the notice board before the scheduled exam session.

Article 53. (1) The final evaluation may take the form of a written paper, oral examination, written and oral examination, colloquium or, when appropriate, examination and presentation of a project, in agreement with the objectives of the study programme.

(2) Assessment by written examination can be a multiple choice test 30 - 60/90 questions or with 2 to 4 topics to be discussed which are set by the discipline coordinator from the content presented at lectures and included in the recommended bibliography.

(3) Evaluation by oral examination is performed through exam sheets containing 2-4 topics the student must answer. For a better evaluation of the student's level the examiners may ask additional questions.

(4) For the disciplines that include projects within the practical teaching activities, assessing and grading of the project will be carried out during the last week of the semester prior to the examination session.

(5) Achieving a pass grade on the project (or, where applicable, the practical paper) is prerequisite for admission to the final examination of that discipline of study.

(6) Scheduling exams for the semester final evaluation sessions is made at least two weeks before the start of the examination session, by the Dean's Office, after consultation with the student organizations and the discipline coordinator, making sure that for each examination there are minimum 2 days needed for the fixing and in-depth assimilation of knowledge in the discipline of study in question.

(7) Accepting students to sit the exam is conditioned by fulfilling the obligations set at the beginning of the semester by the discipline coordinator together with the students, attendance requirements of the learning process, as specified by the Regulation of educational activities approved by the University Senate.

(8) Starting time, the order of presentation and venue of the examination are presented to the students at least 24 hours in advance by posting on the notice board of the discipline.

(9) Examinations take place between 8.00 - 20.00, only when the examiner – the coordinator of the discipline of study - is accompanied by at least one member of the teaching staff, usually the same one who carried out the applied activities with the students.

(10) The grade for the oral examination, a round number between 1 and 10, obtained by summing up the points acquired by the student during the semester and at the final examination is communicated immediately to the student and written in the student card and in the faculty's official records.

(11) If it is a written examination, the grades are written in the students' cards immediately after the evaluation of the written papers.

(12) If the student is unhappy with the grade he/she received at the final written examination, he/she may ask to see their paper and ask for an explanation of how it was determined.

(13) The final evaluation results are presented to the Faculty Secretariat, at the latest the day after the date of the examination (oral examination, project presentation).

(14) Any discrimination or bias in the assessment of the students' knowledge and competences represent violations of professional conduct and are sanctioned as such.

Article 54. Assessment of Practical Activity

(1) The training of students for assisted practical activities is evaluated both during and at the end of these activities.

(2) The daily evaluation of the practical activity is carried out by the practical training supervisor, and the representative of the training location unit, taking into account the student's participation at the planned

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activities and the acquisition of competences necessary to carry out and coordinate operations included in the training programme.

(3) The final evaluation of the practical training is carried out by commissions established by the Faculty's leadership: the commissions include the practical training supervisor and teaching staff specialized in the domains to which the activities performed during the practical training belong.

(4) At the final evaluation, the commission awards the grades based on the grades awarded by the practical training supervisor at the ongoing evaluation, the characterization made by the representative of the training unit, the practical training report prepared by the student, containing his/her notes, observations and comments on the organization of the unit, natural conditions, practical activities attended, and the answers given by the candidate to the commission's questions.

(5) Evaluation of practical training for the diploma project is carried out by the project supervisor, based on the student's involvement in the drafting of the project and the characterization of the trainee made by the training unit's leadership, regarding his/her participation in the production process from the unit.

Article 55. Evaluation at Bachelor Degree Graduation

(1) Evaluation at graduation is carried out by the Bachelor Degree Examination Board, appointed the Rector of the University, through a Bachelor of Science degree examination, to which the scientific advisor is invited.

(2) The Bachelor of Science degree examination is conducted during sessions set by the University Senate at the request of the candidate after completion of the schooling period and the achievement of passing grades in all disciplines from the curriculum.

(3) The methodology for The Bachelor of Science degree examination is approved by the University's Senate in agreement with the provisions of MER.

(4) The Bachelor of Science degree examination consists of a written test to verify basic and specialized knowledge of the candidate and presentation before the Board of the completed diploma project.

(5) The bibliography for the written examination, as set by the Board and approved by the Faculty Council, is displayed on the notice board at least four months before the start date for The Bachelor of Science degree examination.

(6) The themes for the Bachelor of Science degree projects are chosen by students in the 1st semester of the 2nd academic year from the available themes proposed by the coordinators of the disciplines of study and approved by the Faculty Council.

(7) Enrollment for the Bachelor of Science degree examination within the time span specified by the Board is only possible if the candidate's Bachelor of Science degree project has the written permission of the project supervisor.

(8) The grade for the Bachelor of Science degree examination is an average grade of the scores obtained by the candidate at the two examination parts, if he/she has passed them.

CHAPTER VI - QUALITY ASSURANCE OF THE TEACHING STAFF

Article 56. Continuous expansion of the teaching staff is a fundamental requirement of the University and is proposed that it should be achieved through:

- careful selection of the personnel;
- stricter requirements for the promotion of the teaching staff by applying higher performance criteria, renouncing the egalitarian spirit of it;
- continuous improvement of the teaching activity so as to ensure a high level of education and training designed on a medium and long term in agreement with the requirements of the beneficiaries;
- increasing the potential of scientific research;
- ensuring the conditions necessary for the improvement of training;
- professional ethics of each member of the teaching staff;
- compensation in cash proportional to the quality of work and the performance standards;
- making redundant any member of the teaching staff who does not meet the performance criteria of the University.

Article 57. (1) Evaluation of each member of the teaching staff will be based on:

- self-evaluation
- peer evaluation,
- student evaluation,
- evaluation carried out by the department's leadership or the direct leader.

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(2) The criteria considered when carrying out the self-evaluation and the other evaluations include:

- specialized knowledge,
- working with students,
- scientific research potential,
- professional ethics,
- Personal involvement in the external relations of the university.

Article 58. (1) Evaluation of the specialized knowledge will be carried out by a group of teaching staff members appointed by the Faculty Councils and will include the Department leaders and members of the professional boards of these councils.

(2) The evaluation is based on:

- annual review of syllabuses, aiming at adapting their content to specific training needs of students, correlating it with the advancement of science and technology, concern for assurance of concrete competence;
- participation in activities conducted together with students: lectures, seminars, practical activities, design activities etc.
- evaluation through analysis and debates in Department groups of the teaching material used for training (textbooks, manuals, guides);
- using in lectures and textbooks the results of one's research in the area of the discipline;
- ability to communicate in a foreign language of international use;
- discussions with students.

Article 59. Activity with Students

This activity represents one of the major tasks of the teaching staff. When evaluating it one will consider:

- the interaction between the professor and the audience (interactive activity);
- availability, accessibility and promptness of a professor's response to student questions;
- ability and quality of information provided to the student;
- fairness in awarding grades;
- the professor's passion in teaching the discipline;
- teaching and evaluation methods used, concern for their updating;
- teaching ethics (honesty, positive attitude).

Article 60. Potential for Scientific Research

Scientific research in higher education represents the main path for professional development, after obtaining the PhD title. The research potential of the teaching staff will be assessed by:

- the ability to initiate research themes of major impact in the field of activity that will attract the interest of project financiers;
- for professors and associate professors an important criterion for evaluation is the ability to form interdisciplinary research teams able to approach research themes of great interest and utility;
- the contribution of each person in the attraction of financial resources necessary to carry out the research;
- the special training of an individual in a particular field of research to be recognized domestically and internationally;
- participation in international research programs (Inras, Copernicus, FP6 etc.);
- publication of scientific papers in prestigious journals recognized by the national and international academic and scientific world;
- being a member in the editorial board of national and international specialized journals;
- being accepted and requested as an expert evaluator, expert reviewer for the assessment of national and international research programs, doctoral theses, treaties / books / specialized courses,
- teamwork ability, utility and individual contribution to team work is an important criterion in the evaluation of the teaching staff;
- attracting undergraduate, postgraduate students and doctoral candidates in research activities;
- in the case of doctoral supervisors, carrying out **scientific work with doctoral candidates.**

Article 61. Involving the Teaching Staff in the University's External Relations

(1) The quality of academic performance is also conditioned and validated by the relations the teaching staff has with the socio-economic, national and international academic and scientific areas.

(2) Activities in this area should be assessed by:

- participation of each person in workshops and meetings with experts from home and abroad;

Appendix 5 – Regulation on Organization and Operation of the Quality Assurance Department

- contact through direct communication with internal/ external partners;
- Cooperation Framework Conventions;
- attracting foreign partners into various consulting and decision-making working groups;
- participation in international mobility programmes, associations and networks of universities;
- participation in study programmes taught in foreign languages, in Bachelor degree programmes organized in cooperation with foreign universities, international Master degree programmes, doctoral schools, etc.;
- accessed mobility grants, research contracts with international partners, international doctoral internships etc.
- existing links with key external customers: companies and organizations, alumni, public community and administration, pre-university education institutions, parents, sponsors of the university, the national and international academic and scientific community;
- staff involvement in science popularization activities (conferences, presentations, articles, exhibitions, etc.)
- participation in debates of social and civic interest, visibility in the press (written, audiovisual).

Article 62. For a more objective evaluation of the teaching staff will be used a set of documents providing information from different sources: the person himself, students, colleagues, direct leaders. These documents are:

- **Self-Evaluation Sheet (SES)**, which reflects the activity of the person, from his/her perspective, highlighting the strengths and the weaknesses of the performed activity.
- **Student Evaluation Sheet (SES)**, reflecting the image of the teaching staff member among students,
- **Peer Evaluation Sheet (PES)**, meant to reveal the image of the teaching staff member as seen by the Department and Faculty colleagues etc.
- **Direct Leader Evaluation Sheet (ESDL)**, reveals the image of the teaching staff member as seen by the management.

Article 63. In the final evaluation, the share of the considered criteria is different according to academic rank:

Criterion	Prof.	Assoc. Prof.	Lecturer	Assist.
a) speciality knowledge	10	10	10	10
b) activities with students	20	20	35	45
c) research potential	50	50	40	30
d) professional ethics	10	10	10	10
e) involvement in external relations	10	10	5	5

CHAPTER VII - LEARNING RESOURCES AND SUPPORT FOR STUDENTS IN THEIR SPECIALIZED TRAINING

Article 64. (1) Consistent in continuing on its journey towards excellence by providing the specific material base, documentation in libraries and computers, the University of Agricultural Sciences and Veterinary Medicine Iași provides substantial support to its students in their specialized training.

(2) The USAMV Iași Library, with its 140,207 volumes, of which 107,337 specialty volumes, caters for all the university faculties and specializations.

(3) The Documentation Service of the Library houses specialized journals published nationally and a rich collection of international journals acquired by subscription / interlibrary exchange and which are fully accessible to students.

(4) Each Discipline has a rich documentary specialized material efficient in specialized training and scientific research of undergraduate, postgraduate and doctoral candidates.

Article 65. The university has collections, museums, a teaching station, suitable for specialized training and research for all study cycles.

Article 66. USAMV Iași has over 250 computers, three computer laboratories offering unrestricted access to all students.

Article 67. The teaching staffs have updated courses, some of which are available on-line, using modern methods of teaching and learning.

Article 68. At university and faculty level there is a commission offering support and counseling in career with the aim of assisting students in their professional training and other aspects of campus life and activity.

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Article 69. Supervisors of Bachelor of Science diploma papers monitor the professional and scientific progress of students in the student scientific circles, where they complete their diploma papers. Afterwards they receive advice regarding their profession with their supervisors monitoring their job performance further on.

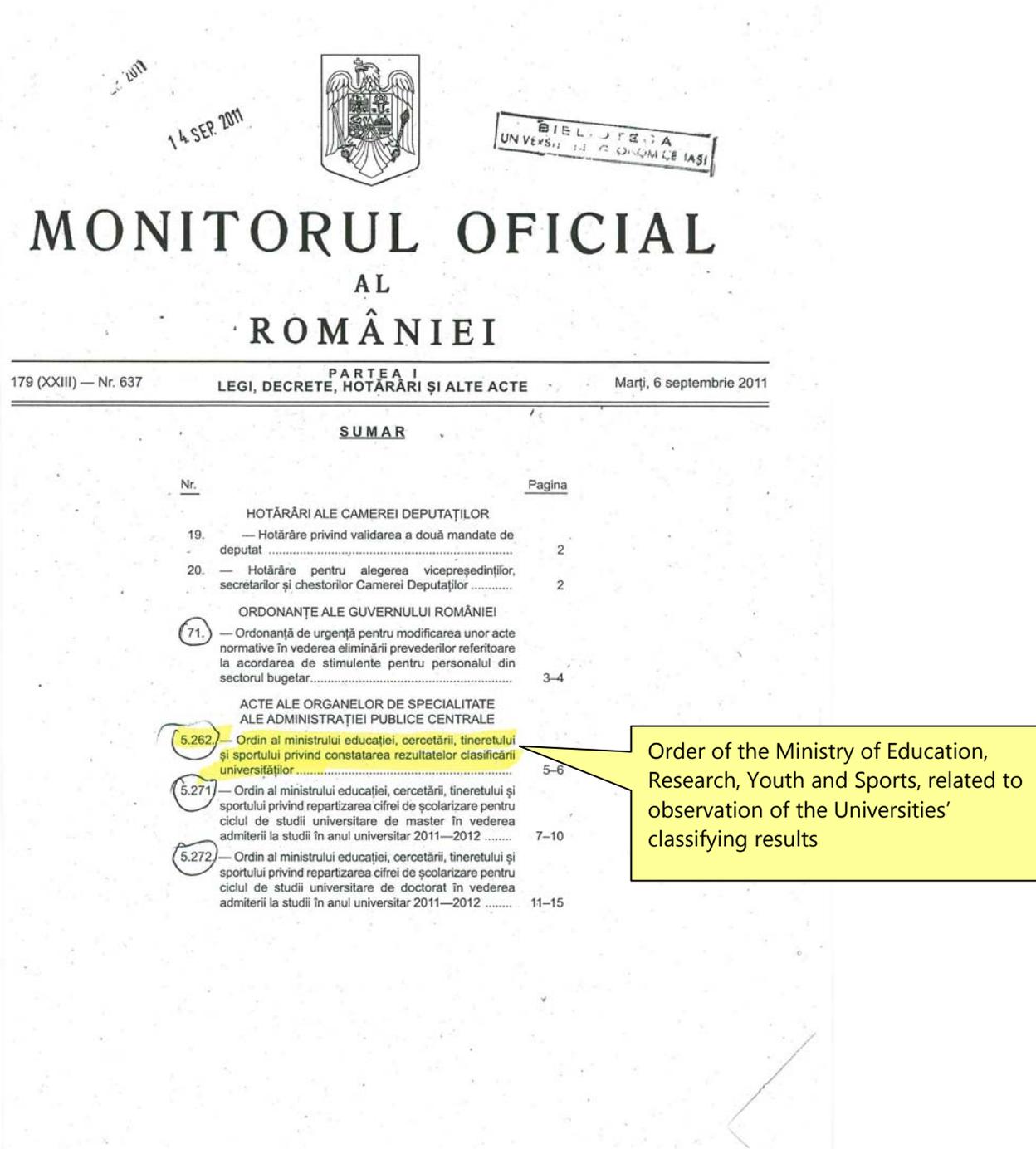
CHAPTER VIII - FINAL PROVISIONS

Article 70. This Regulation was discussed and approved in the Senate Meeting of the **USAMV Iași** from 13.09.2012 and will be in force starting with the first day of the academic year 2012/2013.

RECTOR,

Prof. PhD. Vasile VÎNTU

Order of the Ministry of Education, Research, Youth and Sports, related to the positioning of the institution within the classification of Romanian universities



ACTE ALE ORGANELOR DE SPECIALITATE ALE ADMINISTRAȚIEI PUBLICE CENTRALE

MINISTERUL EDUCAȚIEI, CERCETĂRII, TINERETULUI ȘI SPORTULUI

ORDIN privind constatarea rezultatelor clasificării universităților

În conformitate cu prevederile art. 193 din Legea educației naționale nr. 1/2011, în baza Referatului de aprobare nr. 258/CB din 2 septembrie 2011 privind emiterea prezentului ordin, având în vedere ordinul ministrului educației, cercetării, tineretului și sportului privind constituirea bazei de date cuprinzând datele și informațiile relevante, structurate pe criterii, standarde și indicatori, inclusiv prin rapoarte furnizate de universitățile supuse evaluării în vederea clasificării universităților și ierarhizării programelor de studii, precum și ordinul ministrului educației, cercetării, tineretului și sportului privind aprobarea metodologiei de prelucrare a datelor și informațiilor colectate în vederea realizării evaluării primare a universităților și a evaluării programelor de studii universitare cu scopul clasificării universităților și ierarhizării programelor de studii,

în temeiul art. 6 alin. (2) din Metodologia de evaluare în scopul clasificării universităților și ierarhizării programelor de studii, aprobată prin Hotărârea Guvernului nr. 789/2011, și al Hotărârii Guvernului nr. 536/2011 privind organizarea și funcționarea Ministerului Educației, Cercetării, Tineretului și Sportului,

ministrul educației, cercetării, tineretului și sportului emite prezentul ordin.

Art. 1. — Se constată rezultatele clasificării universităților, stabilite de Asociația Universităților Europene, pe baza datelor raportate de instituțiile de învățământ superior acreditate din sistemul național de învățământ, prevăzute în anexa care face parte integrantă din prezentul ordin.

Art. 2. — Direcția generală învățământ superior, echivalarea și recunoașterea studiilor și diplomelor, Direcția generală economic, finanțe, resurse umane și Direcția modernizarea

patrimoniului, informatizare și investiții din Ministerul Educației, Cercetării, Tineretului și Sportului, Autoritatea Națională pentru Cercetare Științifică, Consiliul Național al Cercetării Științifice, Consiliul Național de Atestare a Titlurilor, Diplomelor și Certificatelor Universitare și Agenția Romană de Asigurare a Calității în Învățământul Superior, precum și instituțiile de învățământ superior acreditate din sistemul național de învățământ duc la îndeplinire prevederile prezentului ordin.

Ministrul educației, cercetării, tineretului și sportului,

Daniel Petru Funeriu

București, 5 septembrie 2011.
Nr. 5.262.

ANEXĂ

CLASIFICAREA

universităților acreditate din sistemul național de învățământ

Universități de cercetare avansată și educație

- Universitatea din București
- Universitatea „Babeș-Bolyai” din Cluj-Napoca
- Universitatea „Alexandru Ioan Cuza” din Iași
- Academia de Studii Economice din București

- Universitatea de Științe Agricole și Medicină Veterinară din Cluj-Napoca
- Universitatea de Medicină și Farmacie „Carol Davila” din București
- Universitatea de Medicină și Farmacie „Grigore T. Popa” din Iași

- Universitatea de Medicină și Farmacie „Iuliu Hațieganu” din Cluj-Napoca
- Universitatea Politehnică din București
- Universitatea Tehnică „Gheorghe Asachi” din Iași
- Universitatea Tehnică din Cluj-Napoca
- Universitatea Politehnică din Timișoara
- Universități de educație și cercetare științifică**
- Universitatea de Vest din Timișoara
- Universitatea din Craiova
- Universitatea „Transilvania” din Brașov
- Universitatea „Ovidius” din Constanța
- Universitatea „Dunărea de Jos” din Galați
- Universitatea „Lucian Blaga” din Sibiu
- Universitatea din Oradea
- Școala Națională de Studii Politice și Administrative din București
- Universitatea de Științe Agricole și Medicină Veterinară „Ion Ionescu de la Brad” din Iași
- Universitatea de Științe Agronomice și Medicină Veterinară din București
- Universitatea de Științe Agricole și Medicină Veterinară a Banatului din Timișoara
- Universitatea de Medicină și Farmacie „Victor Babeș” din Timișoara
- Universitatea de Medicină și Farmacie din Craiova
- Universitatea Tehnică de Construcții București
- Universitatea de Medicină și Farmacie din Târgu Mureș
- Academia Tehnică Militară din București
- Academia Forțelor Aeriene „Henri Coandă” din Brașov
- Academia de Poliție „Alexandru Ioan Cuza” din București
- Universitatea Națională de Apărare „Carol I” din București
- Academia Navală „Mircea cel Bătrân” din Constanța
- Academia Națională de Informații „Mihai Viteazul” din București
- Academia Forțelor Terestre „Nicolae Bălcescu” din Sibiu
- Universități de educație și creație artistică**
- Universitatea Națională de Arte din București
- Universitatea de Arhitectură și Urbanism „Ion Mincu” din București
- Universitatea Națională de Artă Teatrală și Cinematografică „I. L. Caragiale” din București
- Universitatea de Arte „George Enescu” din Iași
- Universitatea Națională de Muzică din București
- Universitatea de Artă și Design din Cluj-Napoca
- Academia de Muzică „Gheorghe Dima” din Cluj-Napoca
- Universitatea de Arte din Târgu Mureș
- Universități centrate pe educație**
- Universitatea „Aurel Vlaicu” din Arad
- Universitatea „Ștefan cel Mare” din Suceava
- Universitatea „Valahia” din Târgoviște
- Universitatea Petrol-Gaze din Ploiești
- Universitatea Maritimă din Constanța
- Universitatea „1 Decembrie 1918” din Alba Iulia
- Universitatea „Titu Maiorescu” din București
- Universitatea Româno-Americană din București
- Universitatea „Vasile Alecsandri” din Bacău
- Universitatea din Pitești
- Universitatea „Eftimie Murgu” din Reșița
- Universitatea Creștină „Dimitrie Cantemir” din București
- Universitatea „Constantin Brâncuși” din Târgu Jiu
- Universitatea Națională de Educație Fizică și Sport din București
- Universitatea de Nord Baia Mare
- Universitatea Ecologică din București
- Universitatea din Petroșani
- Universitatea de Vest „Vasile Goldiș” din Arad
- Universitatea Creștină „Partium” din Oradea
- Universitatea „Emanuel” din Oradea
- Universitatea „Apollonia” din Iași
- Universitatea „Spiru Haret” din București
- Universitatea „Hyperion” din București
- Universitatea „Petru Maior” din Târgu Mureș
- Universitatea „Dimitrie Cantemir” din Târgu Mureș
- Universitatea Română de Științe și Arte „Gheorghe Cristea”
- Universitatea „Tibiscus” din Timișoara
- Universitatea Româno-Germană din Sibiu
- Universitatea „Andrei Țaguna” din Constanța
- Universitatea „Mihail Kogălniceanu” din Iași
- Institutul Teologic Protestant din Cluj-Napoca
- Institutul Teologic Penticostal din București
- Institutul Teologic Baptist din București
- Universitatea „ARTIFEX” din București
- Universitatea „Danubius” din Galați
- Universitatea „Constantin Brâncoveanu” din Pitești
- Universitatea „Petre Andrei” din Iași
- Universitatea „Avram Iancu” din Cluj-Napoca
- Universitatea „Bogdan Vodă” din Cluj-Napoca
- Universitatea „Nicolae Titulescu” din București
- Universitatea „George Bacovia” din Bacău
- Universitatea „Athenaeum” din București
- Universitatea Europeană „Drăgan” din Lugoj
- Institutul de Administrare a Afacerilor din București
- Universitatea „Mihai Eminescu” din Timișoara
- Universitatea Financiar-Bancară din București
- Universitatea „George Barițiu” din Brașov
- Universitatea „Bioterra” din București

Universities dedicated to Education and Scientific research

“Ion Ionescu de la Brad” University of Agricultural Sciences and Veterinary Medicine of Iași

CERTIFICATES OBTAINED THROUGH EXTERNAL EVALUATION

A. RAQAHE (ARACIS) audit, 2007



B. Management system auditing, 2011



CERTIFICATE



**For the management system in accordance with
EN ISO 9001:2008**

It has been proven that the system was applied accordingly to the normative requests and is certified in conformity with TÜV AUSTRIA CERT for

**UNIVERSITATEA DE ȘTIINȚE AGRONOMICE ȘI MEDICINĂ
VETERINARĂ "ION IONESCU DE LA BRAD"**

**Aleea M. Sadoveanu, nr. 3
RO – 700490, Iași
România**

Applicability field:

**Administrative, patrimonial, financial-accounting, human resources,
social and secretariat services required in supporting the educational
and scientific process of the University**

Certificate registration number: 20 100 112006274

Valid through 2014-08-07

Certification committee
TÜV AUSTRIA CERT GMBH

Wien, on 2011-08-08

This certification has been done in accordance with the TÜV AUSTRIA CERT procedure for auditing and certification and is regularly supervised
TÜV AUSTRIA CERT GMBH Krugerstraße 16 A-1015 Wien www.tuv.at



ZERTIFIKAT | CERTIFICATE | CERTIFICAT | CERTIFICADO | СЕРТИФИКАТ | شهادة | 证书 | 인증서

Veröffentlichung nur mit Erlaubnis des TÜV AUSTRIA | The reproduction of this document is subject to the approval by TÜV AUSTRIA.

C. Management system auditing, 2008

CERTIFICATE



For the management system

In conformity with TÜV NORD CERT procedures, it is certified that the company:

**UNIVERSITATEA DE STIINTE AGRICOLE SI MEDICINA
VETERINARA "Ion Ionescu de la Brad"
Aleea Mihail Sadoveanu nr.3
700940 Iasi
ROMANIA**

Applies a management system in conformity with the previously specified standard, in the field of:

**Administrative, patrimonial, financial-accounting, human resources,
social and secretariat services required in supporting the educational
and scientific process of the University**

Certificate registration number: 44 100 081140
Auditing report No 3503 4015

Valid through 2011-08-11

G. Bräutigam

Certification organism
through TÜV NORD CERT GmbH

Essen, 2008-08-12

This certification has been done in accordance with the TÜV NORD CERT procedures for auditing and certification and undergoes to regularly organized supervising audits.

TÜV NORD CERT GmbH

Langemarckstrasse 20

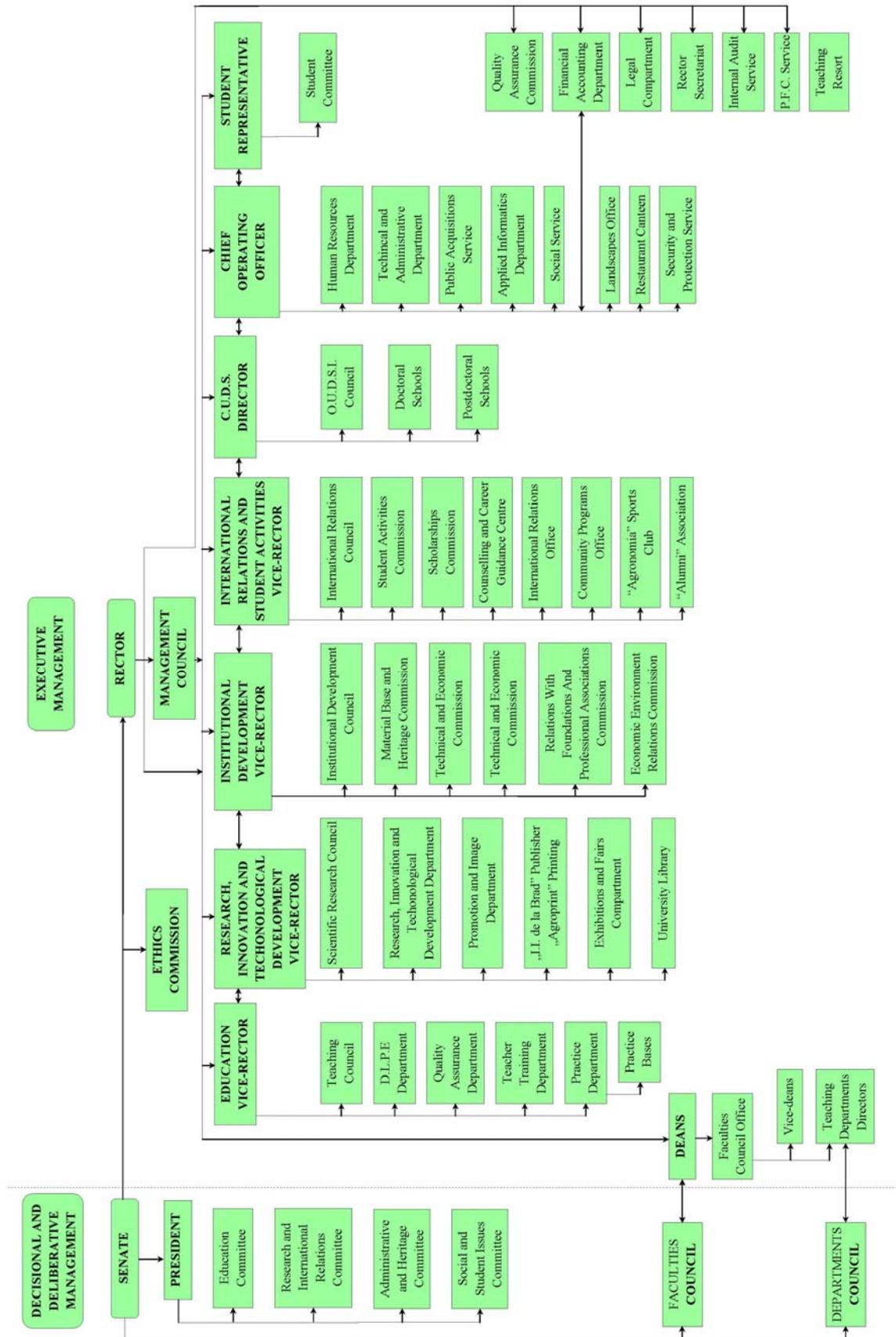
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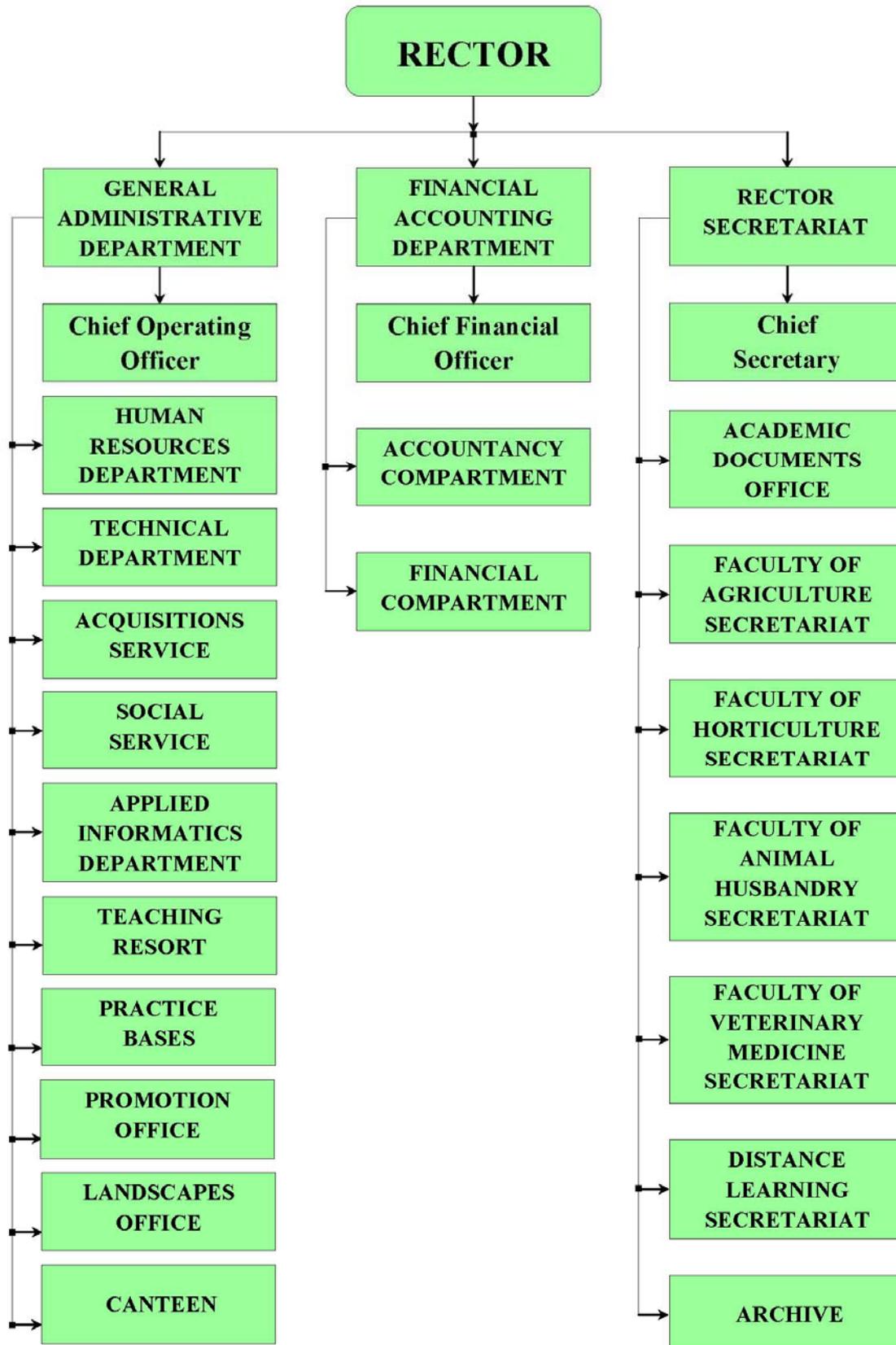


TGA-ZM-07-06-00

ORGANIZATION CHART OF UASVM IAȘI



ORGANIZATION CHART OF UASVM IAȘI ADMINISTRATIVE MANAGEMENT



**NUMBER
OF ENROLLED STUDENTS DURING 2009 - 2012 FOR BACHELOR, MASTER AND DOCTORATE DEGREES**

Faculty	Specializations	2009-2010			2010/2011			2011/2012		
		TOTAL	of which:		TOTAL	of which:		TOTAL	of which:	
			Men	Women		Men	Women		Men	Women
BACHELOR DEGREE										
	Agriculture	303	213	90	330	262	68	387	317	70
	Agriculture in mountainous region	78	52	26	88	67	21	62	51	11
	Economic engineering in agriculture	549	218	331	465	205	260	444	221	223
	Technology of processing agricultural products	358	147	211	374	139	235	356	136	220
	Biology	76	20	56	90	25	65	75	22	53
	Total per faculty	1364	650	714	1347	698	649	1324	747	577
	Horticulture	302	224	78	294	178	106	293	194	99
	Landscape architecture	164	47	117	156	50	106	167	57	110
	Environmental engineering	53	29	24	96	50	46	117	60	57
	Total faculty	519	300	219	546	288	258	577	311	266
	Animal husbandry	397	263	134	373	254	119	372	263	109
	Fishery and aquaculture	52	42	10	49	39	10	49	40	9
	Engineering and management in public alimentation and agritourism	75	33	42	131	43	88	194	66	128
	Control and expertise of aliments	78	17	61	141	29	112	208	48	160
	Total faculty	602	355	247	694	365	329	823	417	406
	Veterinary medicine	854	410	444	781	341	440	759	312	447
	Total students enrolled for bachelor studies	3339	1715	1624	3368	1692	1676	3483	1787	1696
	Dropped out rate (%)	5,3	5,8	4,7	3,1	3,9	2,4	3,1	3,3	2,9
MASTER DEGREE										
	Agriculture	219	109	110	245	112	133	260	119	141
	Horticulture	183	82	101	209	85	124	193	85	108
	Animal husbandry	216	107	109	182	108	74	168	104	64
	Veterinary medicine	214	88	126	199	91	108	73	34	39
	Total students enrolled for master studies	832	386	446	835	396	439	694	342	352
	Dropped out rate (%)	2,3	2,4	2,2	2,1	2,3	1,8	2,2	2,3	1,9
DOCTORATE DEGREE										
	Agriculture	96	56	40	69	38	31	49	28	21
	Horticulture	73	43	30	65	31	34	65	32	33
	Animal husbandry	57	30	27	40	22	18	37	20	17
	Veterinary medicine	126	58	68	87	41	46	79	35	44
	Total students enrolled for doctoral studies	352	187	165	261	132	129	230	115	115

STRUCTURE OF DIDACTIC POSITIONS PER FACULTIES, RELATED TO THE NUMBER OF STUDENTS

Faculty	Agriculture			Horticulture			Animal science			Veterinary medicine			Distance learning program			Overall UASVM		
	2009/ 2010	2010/ 2011	2011/ 2012	2009/ 2010	2010/ 2011	2011/ 2012	2009/ 2010	2010/ 2011	2011/ 2012	2009/ 2010	2010/ 2011	2011/ 2012	2009/ 2010	2010/ 2011	2011/ 2012	2009/ 2010	2010/ 2011	2011/ 2012
Academic year	15	15	11	13	9	9	9	9	8	10	10	8	-	-	-	47	43	36
	2	2	3	0	0	0	0	0	1	1	1	2	-	-	-	3	3	6
Professor	12	12	12	2	4	4	2	2	2	12	10	10	-	-	-	28	28	28
	2	1	0	0	0	0	0	0	0	0	0	0	-	-	-	2	1	0
Assistant professor	20	23	23	18	14	13	9	9	10	12	12	12	-	-	-	59	58	58
	16	21	27	9	13	16	8	13	24	3	8	2	-	-	8	36	69	
Assistant lecturer	10	12	11	4	6	8	7	4	6	12	6	9	-	-	-	33	28	34
	9	8	6	5	9	8	2	3	2	15	14	15	22	18	14	31	34	31
Junior teaching assistant	1	1	1	0	0	0	0	0	0	0	0	0	-	-	-	1	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	0	0	0
Total positions	58	63	58	37	33	34	27	24	26	46	38	39	-	-	-	168	158	157
	29	32	36	14	22	24	100	16	27	19	23	19	22	18	22	94	111	128
Occupation degree (%)	66.7	66.3	61.7	72.5	60.0	55.5	70.3	6.0	49.1	63.1	62.3	67.2	0	0	0	67.5	63.0	60.0
TOTAL students	1.122	1213	1261	578	643	668	626	710	834	1068	980	832	777	657	582	4171	4203	4177
No. of students / total positions	12.9	12.3	13.4	14.1	11.7	11.5	16.9	17.8	15.7	16.4	16.1	14.6	35.3	36.5	26.5	15.9	15.6	14.6
No. of students / total occupied positions	19.3	19.3	21.7	15.6	19.4	19.6	23.2	29.5	32.1	23.2	25.8	21.3	-	-	-	24.8	26.6	26.6

STRUCTURE OF TEACHING STAFF PER FACULTIES, GENDERS AND AGES

No. crt.	Faculty	Notice	Professor	Associate professor	Assistant professor	Assistant lecturer	Junior teaching assistant	TOTAL TEACHING STAFF
A. FOR ACADEMIC YEAR 2009/2010								
1.	AGRICULTURE	Men	13	9	10	5	0	37
		Women	2	3	10	5	1	21
		TOTAL	15	12	20	10	1	58
2.	HORTICULTURE	Less than 35 years old	0	0	1	10	1	12
		Men	10	1	11	2	0	24
		Women	3	1	7	2	0	13
3.	ANIMAL SCIENCE	TOTAL	13	2	18	4	0	37
		Less than 35 years old	0	0	2	8	0	10
		Men	9	1	6	4	0	20
4.	VETERINARY MEDICINE	Women	0	1	3	3	0	7
		TOTAL	9	2	9	7	0	27
		Less than 35 years old	0	0	2	4	0	6
5.	UASVM IAȘI	Men	8	7	10	8	0	33
		Women	2	5	2	4	0	13
		TOTAL	10	12	12	12	0	46
5.	UASVM IAȘI	Less than 35 years old	0	0	2	8	0	10
		Men	40	18	37	19	0	114
		Women	7	10	22	14	1	54
5.	UASVM IAȘI	TOTAL	47	28	59	33	1	168
		Less than 35 years old	0	0	7	30	1	38

No. crt.	Faculty	Notice	Professor	Associate professor	Assistant professor	Assistant lecturer	Junior teaching assistant	TOTAL TEACHING STAFF
B. FOR ACADEMIC YEAR 2010/2011								
6.	AGRICULTURE	Men	15	9	10	3	0	37
		Women	2	3	8	7	1	21
		TOTAL	17	12	18	10	1	58
7.	HORTICULTURE	Less than 35 years old	0	0	1	9	1	11
		Men	10	1	11	2	0	24
		Women	3	1	7	2	0	13
8.	ANIMAL SCIENCE	TOTAL	13	2	18	4	0	37
		Less than 35 years old	0	0	1	2	0	3
		Men	9	1	6	3	0	19
9.	VETERINARY MEDICINE	Women	0	1	3	3	0	7
		TOTAL	9	2	9	6	0	26
		Less than 35 years old	0	0	0	3	0	3
10.	UASVM IAȘI	Men	8	5	10	4	0	27
		Women	2	7	2	3	0	14
		TOTAL	10	12	12	7	0	41
10.	UASVM IAȘI	Less than 35 years old	0	0	0	5	0	5
		Men	42	16	37	12	0	107
		Women	7	12	20	15	1	55
10.	UASVM IAȘI	TOTAL	49	28	57	27	1	162
		Less than 35 years old	0	0	2	19	1	22

No. crt.	Faculty	Notice	Professor	Associate professor	Assistant professor	Assistant lecturer	Junior teaching assistant	TOTAL TEACHING STAFF
C. FOR ACADEMIC YEAR 2011/2012								
11.	AGRICULTURE	Men	9	9	13	6	0	37
		Women	2	3	10	5	1	21
		TOTAL	11	12	23	11	1	58
12.	HORTICULTURE	Less than 35 years old	0	0	0	5	1	6
		Men	6	1	7	3	0	17
		Women	3	3	6	5	0	17
13.	ANIMAL SCIENCE	TOTAL	9	4	13	8	0	34
		Less than 35 years old	0	0	0	4	0	4
		Men	7	1	6	1	0	15
14.	VETERINARY MEDICINE	Women	1	1	4	5	0	11
		TOTAL	8	2	10	6	0	26
		Less than 35 years old	0	0	0	4	0	4
15.	UASVM IAȘI	Men	7	5	10	5	0	20
		Women	1	5	2	4	0	12
		TOTAL	8	10	12	9	0	39
15.	UASVM IAȘI	Less than 35 years old	0	0	0	6	0	6
		Men	29	16	36	15	0	96
		Women	7	12	22	19	1	61
15.	UASVM IAȘI	TOTAL	36	28	58	34	1	157
		Less than 35 years old	0	0	0	19	1	20

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 AND INNOVATION
 UNIVERSITY OF AGRICULTURAL SCIENCES
 AND VETERINARY MEDICINE
 “ION IONESCU DE LA BRAD” IAȘI

APPROVED,
 Main officer

**INCOME AND EXPENSES BUDGET
 FOR THE YEAR 2009**

lei

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
I.	01	Total income – (1+2+3+4+5+6+7) from which:		97.776.511	32.836.161	10.709.022	19.796.452	34.434.876
1.	02	Balance from previous year		8.406.961	8.406.961			
	03	Own incomes, from which:		32.155.515	6.792.742	5.175.106	7.617.541	12.570.126
	03.1	- amounts received from the Ministry of Education, Research and Youth as core funding		19.355.515	5.508.401	3.738.349	5.613.541	4.495.224
2.	03.2	- own incomes from fees and activities performed by the high education institutions		12.720.000	1.279.591	1.420.409	2.000.000	8.020.000
	03.3	- other own incomes according to law		80.000	4.750	16.348	4.000	54.902
3.	04	Incomes from scientific research, design, consultancy and expertise		14.000.000	3.873.199	2.526.801	750.000	6.850.000
	05	Allocations from the state budget with special destination, from which:		28.384.035	12.848.858	1.560.016	10.380.562	3.594.599
	05.1	a) capital repairs						
	05.2	b) subsidies for student hostels and canteens		1.510.430	615.984	156.500	176.532	561.414
	05.3	c) facilities and other investments		14.276.000	6.022.000	880.000	5.969.115	1.404.885
	05.4	d) scholarships		2.034.792	542.709	441.670	454.030	596.383
4.	05.5	e) other forms of social protection of students		298.474	81.165	81.174	0	136.135
	05.6	f) amounts allocated for achievement of investment objectives		10.259.000	5.587.000	0	3.780.885	891.115
	05.7	g) financing of co-financed projects from state budget allocations and external sources						
	05.8	h) individual subsidies O.U.G. no.73/2004		4.498	0	672	0	3.826
	05.9	i) subsidies for computers L.269/2004		841	0	0	0	841
5.	06.	Incomes from micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		4.800.000	101.886	134.114	190.000	4.374.000
6.	07	Own incomes of hostels and canteens		4.120.000	812.515	977.485	673.000	1.657.000
7.	08	Amounts in lei from external financing		5.910.000	0	335.500	185.349	5.389.151

Appendix 13 – University 2009 – 2011 Budget

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
II.	09	Total expenses – (1+2+3+4+5+6) from which:		97.776.511	32.836.161	10.709.022	19.796.452	34.434.876
1.	10	Expenses for the basic activity		37.743.479	12.380.706	5.175.106	7.617.541	12.570.126
2.	11	Expenses for scientific research, design, consultancy and expertise		16.326.801	6.200.000	2.526.801	750.000	6.850.000
3	12	Expenses from state budget allocations with special destination from which:		28.499.904	12.964.727	1.560.016	10.380.562	3.594.599
	12.1	Expenses for capital repairs						
	12.2	Subsidies for hostels and canteens		1.510.430	615.984	156.500	176.532	561.414
	12.3	Expenses for facilities and other investments		14.276.000	6.022.000	880.000	5.969.115	1.404.885
	12.4	Expenses for scholarships		2.056.845	564.762	441.670	454.030	596.383
	12.5	Expenses for other forms of social protection		392.290	174.981	81.174	0	136.135
	12.6	Expenses for achievement of investment objectives		10.259.000	5.587.000	0	3.780.885	891.115
	12.7	Expenses for co-financed projects from state budget allocations and external sources						
	12.8	Individual subsidies for hostels O.U.G.73/2004		4.498	0	672	0	3.826
	12.9	Subsidies for computers L. 269/2004		841				841
4.	13	Expenses for micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		4.885.549	187.435	134.114	190.000	4.374.000
5.	14	Expenses for student hostels and canteens		4.236.485	929.000	977.485	673.000	1.657.000
6.	15	Expenses from non-reimbursable external sources		6.084.293	174.293	335.500	185.349	5.389.151

NOTE: The total expenses, and the expenses corresponding to every funding source, divide into the subdivisions of economic and functional classification of public expenses and extra budgetary activities.

RECTOR,
PhD. Prof. Gerard JIȚĂREANU

Accounting manager,
Ec. Mihai Gherghinoiu

HIGHER EDUCATION INSTITUTION
 MINISTRY OF EDUCATION, RESEARCH, YOUTH
 AND SPORTS
 UNIVERSITY OF AGRICULTURAL SCIENCES
 AND VETERINARY MEDICINE
 “ION IONESCU DE LA BRAD” IAȘI

APPROVED,
 Main officer

**INCOME AND EXPENSES BUDGET
 FOR THE YEAR 2010**

lei

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
I.	01	Total income – (1+2+3+4+5+6+7) from which:		83.035.128	15.651.949	16.350.106	14.910.605	36.122.468
1.	02	Balance from previous year		5.943.933	5.943.933			
	03	Own incomes, from which:		40.678.171	6.452.809	7.084.495	7.403.422	19.737.445
2.	03.1	- amounts received from the Ministry of Education, Research and Youth as core funding		20.423.171	5.047.809	5.869.195	4.689.222	4.816.945
	03.2	- own incomes from fees and activities performed by the high education institutions		20.175.000	1.400.000	1.200.000	2.700.000	14.875.000
	03.3	- other own incomes according to law		80.000	5000	15.300	14.200	45.500
3.	04	Incomes from scientific research, design, consultancy and expertise		14.000.000	1.400.000	900.000	1.400.000	10.300.000
4.	05	Allocations from the state budget with special destination, from which:		10.368.024	1.006.198	5.254.662	1.425.141	2.682.023
	05.1	a) capital repairs		0	0	0	0	0
	05.2	b) subsidies for student hostels and canteens		1.689.328	558.382	385.194	188.118	557.634
	05.3	c) facilities and other investments		1.361.000	0	172.900	538.000	650.100
	05.4	d) scholarships		2.026.412	388.965	870.208	173.523	593.716
	05.5	e) other forms of social protection of students		284.166	58.851	99.260	63.500	62.555
	05.6	f) amounts allocated for achievement of investment objectives		5.000.000	0	3.727.100	462.000	810900
	05.7	g) financing of co-financed projects from state budget allocations and external sources		0	0	0	0	0
	05.8	h) individual subsidies O.U.G. no.73/2004		4.548	0	0	0	4.548
	05.9	i) subsidies for computers L.269/2004		2.570	0	0	0	2.570
5.	06.	Incomes from micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		1.245.000	129.000	143.000	270.000	703.000
6.	07	Own incomes of hostels and canteens		4.000.000	720.000	900.000	480.000	1.900.000
7.	08	Amounts in lei from external financing		6.800.000	9	2.067.949	3.932.042	800.000

Appendix 13 – University 2009 – 2011 Budget

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
II.	09	Total expenses – (1+2+3+4+5+6) from which:		83.035.128	15.651.949	16.350.106	14.910.605	36.122.468
1.	10	Expenses for the basic activity		43.612.437	9.387.075	7.084.495	7.403.422	19.737.445
2.	11	Expenses for scientific research, design, consultancy and expertise		16.244.638	3.644.638	900.000	1.400.000	10.300.000
3	12	Expenses from state budget allocations with special destination from which:		10.702.574	1.340.748	5.254.662	1.425.141	2.682.023
	12.1	Expenses for capital repairs		0	0	0	0	0
	12.2	Subsidies for hostels and canteens		1.689.328	558.382	385.194	188118	557.634
	12.3	Expenses for facilities and other investments		1.361.015	15	172.900	538.000	650.100
	12.4	Expenses for scholarships		2.270.685	633.238	870.208	173.523	593.716
	12.5	Expenses for other forms of social protection		373.945	148.630	99.260	63.500	62.555
	12.6	Expenses for achievement of investment objectives		5.000.483	483	3.727.100	462.000	810.900
	12.7	Expenses for co-financed projects from state budget allocations and external sources		0	0	0	0	0
	12.8	Individual subsidies for hostels O.U.G.73/2004		4.548	0	0	0	4.548
	12.9	Subsidies for computers L. 269/2004		2.570	0	0	0	2.570
4.	13	Expenses for micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		1.388.129	272.129	143.000	270.000	703.000
5.	14	Expenses for student hostels and canteens		4.177.597	897.597	900.000	480.000	1.900.000
6.	15	Expenses from non-reimbursable external sources		6.909.753	109.762	206.949	3.932.042	800.000

NOTE: The total expenses, and the expenses corresponding to every funding source, divide into the subdivisions of economic and functional classification of public expenses and extra budgetary activities.

RECTOR,
PhD. Prof. Gerard JIȚĂREANU

Accounting manager,
Ec. Mihai Gherghinoiu

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 “ION IONESCU DE LA BRAD” IAȘI

APPROVED,
 Main officer

**INCOME AND EXPENSES BUDGET
 FOR THE YEAR 2011**

lei

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
I.	01	Total income – (1+2+3+4+5+6+7) from which:		106.893.746	32.735.294	17.839.494	11.713.645	44.605.313
1.	02	Balance from previous year		19.334.545	19.334.545			
	03	Own incomes, from which:		37.162.841	6.016.836	6.329.541	7.652.554	17.163.910
	03.1	- amounts received from the Ministry of Education, Research and Youth as core funding		20.783.741	4.753.836	5.227.207	5.097.354	5.705.344
2.	03.2	- own incomes from fees and activities performed by the high education institutions		16.299.100	1.260.000	1.080.000	2.537.000	11.422.100
	3.3	- other own incomes according to law		80.000	3.000	22.334	18.200	36.466
3.	04	Incomes from scientific research, design, consultancy and expertise		14.000.000	4.000.000	5.000.000	1.000.000	4.000.000
	05	Allocations from the state budget with special destination, from which:		8.145.360	2.405.913	3.292.171	1.152.260	1.295.016
	05.1	a) capital repairs		0	0	0	0	0
	05.2	b) subsidies for student hostels and canteens		1.699.713	584.472	357.840	187.866	569.535
	05.3	c) facilities and other investments		1.500.000	0	1.500.000	0	0
	05.4	d) scholarships		2.022.475	607.399	652.562	156.355	606.159
4.	05.5	e) other forms of social protection of students		311.485	84.042	81.769	28.039	117.635
	05.6	f) amounts allocated for achievement of investment objectives		2.610.000	1.130.000	700.000	780.000	0
	05.7	g) financing of co-financed projects from state budget allocations and external sources		0	0	0	0	0
	05.8	h) individual subsidies O.U.G. no.73/2004		0	0	0	0	0
	05.9	i) subsidies for computers L.269/2004		1.687	0	0	0	1.687
5.	06.	Incomes from micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		1.254.000	88.000	145.749	306.030	714.221
6.	07	Own incomes of hostels and canteens		4.000.000	590.000	1.110.000	650.000	1.650.000
7.	08	Amounts in lei from external financing		22.997.000	300.000	1.962.033	952.801	19.782.166

Appendix 13 – University 2009 – 2011 Budget

Crt. No.	Nr. line	Indicators	Code	Annual provisions	From which:			
					1 st tr.	2 nd tr.	3 rd tr.	4 th tr.
II.	09	Total expenses – (1+2+3+4+5+6) from which:		106.893.746	32.735.294	17.839.494	11.713.645	44.605.313
1.	10	Expenses for the basic activity		39.420.012	8.274.007	6.329.541	7.652.554	17.163.910
2.	11	Expenses for scientific research, design, consultancy and expertise		16.944.159	6.944.159	5.000.000	1.000.000	4.000.000
3	12	Expenses from state budget allocations with special destination from which:		8.642.218	2.902.771	3.292.171	1.152.260	1.295.016
	12.1	Expenses for capital repairs		0	0	0	0	0
	12.2	Subsidies for hostels and canteens		1.699.713	584.472	357.840	187.866	569.535
	12.3	Expenses for facilities and other investments		1.500.000	0	1.500.000	0	0
	12.4	Expenses for scholarships		2.402.045	986.969	652.562	156.355	606.159
	12.5	Expenses for other forms of social protection		428.773	201.330	81.769	28.039	117.635
	12.6	Expenses for achievement of investment objectives		2.610.000	1.130.000	700.000	780.000	0
	12.7	Expenses for co-financed projects from state budget allocations and external sources			0	0	0	0
	12.8	Individual subsidies for hostels O.U.G.73/2004		0	0	0	0	0
	12.9	Subsidies for computers L. 269/2004		1.687	0	0	0	1.687
4.	13	Expenses for micro production, experimental teaching resort, botanical gardens, specialization and training centres and publishers		1.444.305	278.305	145.749	306.030	714.221
5.	14	Expenses for student hostels and canteens		4.212.896	802.896	1.110.000	650.000	1.650.000
6.	15	Expenses from non-reimbursable external sources		36.230.156	13.533.156	1.962.033	952.801	19.782.166

NOTE: The total expenses, and the expenses corresponding to every funding source, divide into the subdivisions of economic and functional classification of public expenses and extra budgetary activities.

RECTOR,
PhD. Prof. Gerard JIȚĂREANU

Accounting manager,
Ec. Mihai Gherghinoiu

INFRASTRUCTURE IN RELATION WITH THE NUMBER OF STUDENTS AND EMPLOYEES FOR YEAR 2012

Nr.	Learning spaces per buildings	Lecture halls (m ²)	Seminar rooms (m ²)	Laboratories (m ²)	Offices (m ²)	Library (m ²)	Accommodation (m ²)	Sport and fitness centre (m ²)
1	Main building – Agriculture	1082.65	277.45	2491.25	2183.50	-		
2	Mechanization building	204.00	-	714.00	229.00	-		
3	Pavilion 12 Chemistry	-	-	378.80	361.00	379.90		
4	Library extension	-	-	-	31.40	547.10		
5	Pavilion 1 Animal Sciences	276.65	135.85	1325.40	497.95	-		
6	Pavilion 2 Surgery	-	377.00	560.45	325.00	-		
7	Pavilion 3 Virusology	-	-	167.00	11.00	-		
8	Pavilion 4 Parasitology	-	140.75	668.80	257.00	-		
9	Pavilion 5 Food safety	-	62.50	205.75	23.25	-		
10	Pavilion 6 Infectious diseases	62.90	95.50	204.15	72.80	-		
11	Pavilion Biotechnology	-	-	140.20	120.80	-		
12	Wine Laboratory	-	-	78.75	26.75	-		
13	Pavilion Viticulture	-	-	81.80	51.15	-		
14	C1 student hostel	-	-	-	-	-	1369.10	
15	C2 student hostel	-	-	-	18.50	-	1368.65	
16	C3 student hostel	-	-	-	-	-	1357.70	
17	C4 student hostel	-	-	-	24.40	-	2086.00	
18	Training camp base – Montanology - Plaiul Șarului	-	-	-	-	-	282.55	
19	Sport and fitness centre	-	-	-	-	-	-	558.60
	General total	1626.20	1089.05	7016.35	4248.50	927.00	6464.00	558.60
	Average number of students	4.407	4.407	4.407			1.482 normal places	4.075
	m² / student	0.37	0.25	1.59			4.36	
	Number of employees/ Number of didactic staff				445/157			
	m² / employees/didactic staff				9.55/27.06			

THE RESEARCH PROJECTS ACCESSED IN THE PERIOD 2007 - 2012

No.	Project name	Contracting authority	CODE	Period
PROJECTS FINANCED THROUGH THE IDEAS PROGRAM FOR EXPLORATORY RESEARCH PROJECTS (PCE)				
1	Researches for the simultaneous quantitative evaluation of four pathogenic bacteria from food by the means of pcr in multiplex real-time	Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI)	ID PCE 666/2007	01.10.08-30.09.2010
2	Phenotypic and genetic evaluation of Romanian grey steppe bread of cows and the use of results for its conservation.	UEFISCDI	ID PCE 669/2007	2007-2010
3	In vivo researches regarding the graft-mother graft interaction for the early emphasis of incompatibility, by the means of bio markers on fruit tree species.	UEFISCDI	ID PCE 670/2007	2007-2010
4	Monitoring the transformations of area and effectives for some species of fish from the upper basin of the moldavian Bistrita	UEFISCDI	ID PCE 675/2007	2007-2010
5	Study of the local populations of sheep grown in the north-eastern part of the country in order to improve the production of meat.	UEFISCDI	ID PCE 676/2007	2007-2010
6	Restoration of the production potential of some degraded praticol ecosystems by the means of practices aiming towards a sustainable exploitation and the restoration of bio-diversity.	UEFISCDI	ID PCE 680/2007	2007-2010
7	Study of the productive, behavioral and anatomic and physiologic adaptability of some egg producing hybrids to the conditions referring to different alternative growing systems.	UEFISCDI	ID PCE 681/2007	2007/2010
8	Effect of non-conventional soil tillage systems over the durability and bio-diversity of the agricultural ecosystems.	UEFISCDI	ID PCE 671/2007	2007-2010
9	Ecological management of the climate, soil and water resources from the Moldavia plain	UEFISCDI	ID PCE 1132	2009-2011
10	Strategies for the promotion of agro-tourism and rural tourism in the hydrographic basins of the rivers Slanic, Oituz and Casin , county of Bacau, for a sustainable rural development	UEFISCDI	ID PCE 1120	2009-2011
11	Identification and capitalization of new decorative species from the spontaneous flora in order to supplement the growing assortment	UEFISCDI	ID PCE 1233	2009-2011
12	Study regarding the ecological and economical effects of organic agriculture	UEFISCDI	ID PCE 1117	2009-2011
13	Managerial and marketing strategies for the development and improvement of production within the integrated agricultural and food production system in the Moldova area	UEFISCDI	ID PCE 1130	2009-2011
14	Epidemiological and etiological researches regarding the infections with the e pig hepatitis virus in the eastern Romania	UEFISCDI	ID PCE 1121	2009-2011
15	researches regarding the circadian physiological and secretor functions of the pineal gland over the reproductive status of the egg producing hens	UEFISCDI	ID PCE 1645	2009-2011
16	Researches concerning the use of molecular matkers for the screening of the autumn rape germ plasma in order to identify the correlations with the resistance to thermal stress.	UEFISCDI	ID PCE 1230	2009-2011
17	Achievement of a genetic map and identification of some qtl (quantitative trait loci) at Lupinus albus l.	UEFISCDI	ID PCE 2033	2009-2011

Appendix 15 – Competitive Research Projects in the 2007 – 2012 Period

No.	Project name	Contracting authority	CODE	Period
18	The interpretation of the morfo-functional characteristics of the osteoligamentary and muscular systems at Ondatra zibethica and squirrel, rodents having different living environments, using the shape-function, cause-effect principle.	UEFISCDI	ID PCE 1136	2009-2011
19	Imunohistochemical and molecular biological studies regarding the toxicity of ocratoxins and aflatoxins for birds	UEFISCDI	ID PCE 1118	2009-2011
20	promotion of the sustainable viticulture in the north-eastern part of Romania	UEFISCDI	ID PCE 1141	2009-2011
21	Development of a method for the identification on the naturally infected cats of coronaviruses which segregate between the canine and feline genotype.	UEFISCDI	ID PCE 1129	2009-2011
22	Researches regarding the migration and invasion of adventive plants in some anthropic and natural habitats form Moldavia (Romania)	UEFISCDI	ID PCE 1227	2009-2011
23	Strategies regarding the sustainable development of the countryside in the central moldavian plateau through the stimulation and development of the groups of agricultural producers, as effect of the interdisciplinary research.	UEFISCDI	ID PCE 1133	2009-2011

**PROJECTS FINANCED BY THE NATIONAL COUNCIL FOR THE HIGHER EDUCATION RESEARCH
HUMAN RESOURCES – YOUNG TEAMS**

No.	CODE	Period	Project name	Value 2010	Overall value	Project director
1	159	2010-2013	Evaluation of the antifungal effect of nanoconjugates of a new derivative from propiconazol with beta-ciclodextrina	100.000	750 000	MAREȘ Mihai
2	261	2010-2013	Etiomorphopathology of the immune glomerulonefrites at dogs	140 000	750 000	PAȘCA Aurelian Sorin

HUMAN RESOURCES – POST DOCTORAL

No.	CODE	Period	Project name	Value 2010	Overall value	Project director
1	377	2010-2012	Bacteriological and molecular biology researches regarding the identification of some serotypes of LISTERIA MONOCYTOGENES in foods of animal and non-animal origin	90 000	340 000	CARP CĂRARE CĂTĂLIN
2	381	2010-2012	The relationships fish water-general health state- meat quality at the aboriginal carp (CYPRINUS CARPIO)	90.000	310 000	LAZĂR MIRCEA
3	628	2010-2012	The evolutive predictive relationship between the bio-electric activity and the neuroimagic behavior of the parenchyma at epileptic dogs	100.000	340 000	MUSTEAȚĂ MIHAI
4	508	2010-2012	The effect of the conventional growing systems and free-range systems over the nutritional - dietary and sanogenics of the avian products (meat, eggs) from the SPECIA GALLUS DOMESTICUS species	43.894	300 000	RADU RUSU RĂZVAN MIHAIL
5	375	2010-2012	Epidemiological and molecular biology researches regarding the infections with arteriviruses at swines and equines in the east of Romania	110.000	340 000	TĂNASE IRINA OANA

Appendix 15 – Competitive Research Projects in the 2007 – 2012 Period

PARTENERSHIP PROGRAMS

Nr. crt.	Theme	Contracting authority	CODE	Period
PARTNERSHIP IN PRIORITARY IN DOMAINS NATIONAL PLAN OF RESEARCH AND DEVELOPMENT				
1	Study of the genetic polymorphism of the cultivated vineyard varieties in order to establish the genetic fingerprint of wines (partner)	National center for the management of programs (CNMP)	051-003	18.09.07-15.09.2010
2	Integrated program for the surveillance of health and the improvement of the production quality in milk cows farms (coordinator)	CNMP	051-004	15.12.07-01.09.2010
3	Management of the water and soil resources in agro- ecosystems with excessive drought in order to preserve the biodiversity (coordinator)	CNMP	051-017	15.12.07-10.07.2010
4	Sustainable development of the soil resources from protected areas through the implementation of ecological technologies and the development of analysis and monitoring methods compatible with the standards of the EU (coordinator)	CNMP	051-045	2007-2010
5	Establishment and implementation of some models of viable apiarian exploitations in the European context (coordinator).	CNMP	051-058	2007-2010
6	Interdisciplinary researches regarding the effect of some potential noxious inputs from technological sources (fertilizers, pesticides), in order to improve the plant-soil –consumer relationship and the quality of life (partner)	CNMP	051-094	2007-2010
7	Evaluation of the effects induced by the arrangement of the lower Prut everglade for the preservation of the genetic potential of the natural resources and biodiversity and in order to identify remediation solutions (partner)	CNMP	051-011	2007-2010
8	Evaluation of the impact of the ecological production systems over the agricultural and biological value of the forage systems and over the quality of the animal products, in order to increase the economic efficiency of the farms and the food safety. (partner)	CNMP	051-026	2007-2010
9	Researches concerning the use of corn as a source of biomass for producing thermal energy (partner).	CNMP	021-055	2007-2010
10	Creation and improvement of an intensive technology for the growth of the pike perch in systems with circulating water (partner)	CNMP	051-096	2007 -2010
11	Modernization of the cereals primary processing technology in order to obtain high quality agricultural and food products, according to the principles of sustainable development and food safety (partner).	CNMP	051-062	2007-2010
12	Study regarding the biological and ecological biodiversity of the perennial plant species (for cooking, medicine, decoration) in the context of the sustainable social and economical development and of the affiliation to the European trends (partner).	CNMP	051-061	2007-2010
13	Aerosol generator for plant protection against diseases and pests, designed and built based on the principles of the aeronautical industry (partner).	CNMP	051-063	2007-2010
14	Equipment for fog generation for plant protection against the unfavorable environmental agents, using combustion chambers (partner).	CNMP	051-043	2007-2010
15	High accuracy methods for the detection of residues and contaminants form the apiarian products with alimentary value (partner)	CNMP	051-070	2007-2010
16	Fight against the influenza viruses genetically recombined: tests of new vaccines based on slow viral vectors at swine and hens (coordinator).	CNMP	052-180	2008-2011

Appendix 15 – Competitive Research Projects in the 2007 – 2012 Period

Nr. crt.	Theme	Contracting authority	CODE	Period
17	Substantiation of food safety in an ecological system for vegetables production through the study of the main risk factors, in order to obtain a sustainable production-SIECOLEG (coordinator).	CNMP	052-141	2008-2011
18	Lesional and epidemiological impact of infectious illnesses of fish (partner)	CNMP	052-138	2008-2011
19	Inter institutional cooperation program for the diagnosis, prevention and control of the pathological states with major epidemiologic importance for wild animals (partner).	CNMP	52-111	2008-2011
20	Genetics and biochemistry researches regarding the assortment improvement process for the increase of the agricultural productivity and quality of cherries (partner)	CNMP	052-151	2008-2011
21	Capitalization of the biodiversity of spontaneous flora in order to improve the assortment of decorative plants (partner).	CNMP	052-174	2008-2011
22	Modernization of the production and capitalization technology of table grapes by implementation of the European EUREPGAP quality system in order to ensure the traceability and food safety.	CNMP	052-113	2008-2011
23	Enhancement of the safety and security of the agricultural production through the use of new biodegradable and non-toxic bio stimulators (partner).	CNMP	052-137	2008-2011
24	Researches regarding the improvement of the soil tillage active parts according to the requirements of the sustainable agriculture (coordinator).	CNMP	052-107	2008-2011
25	Autolog transport of neuronal tissue from the olfactive mucous membrane and stem cells in the treatment of the spinal cord lesions at dogs (partner).	CNMP	62-085	2008-2011
26	Development of the metacognitive competence for the first year students (teaching how to learn) (partner).	CNMP	92-106	2008-2011
27	Statistic and informational quantification of biodiversity at the ovine species by the means of genetic markers (partner).	CNMP	52-124	2008-2011
28	From DNA to cheese: study of the impact of the alfa-S1 casein genetic marker polymorphism from the Carpatina goat breed over the milk quality, cheese production efficiency and sensory properties (partner).	CNMP	52-104	2008-2011
29	Complex characterization of some cytostatic active extracts from the <i>Claviceps purpurea</i> stems, obtain through parasexual hybridization biotechnologies, for the veterinary therapeutic use (partner).	CNMP	62-065	2008-2011
30	Studies of molecular epidemiology in human and animal echinococcosis/hidatiozis, in the south and north-east of Romania; Strategy and management program (partner).	CNMP	52-161	2008-2011
31	Collection, conservation and monitoring of the aboriginal vineyard genetic resources in the east and south-east of Romania (partner).	CNMP	52-116	2008-2011
32	researches regarding the promotion of a complex system for the evaluation of the physical and mechanical properties of soils in order to improve the security and safety of the agricultural production (partner).	CNMP	52-120	2008-2011
33	Researches regarding the achievement of ecological products for the improvement of the grafting compatibility and better subsequent development, for some horticultural species (partner).	CNMP	52-109	2008-2011

Appendix 15 – Competitive Research Projects in the 2007 – 2012 Period

SECTORIAL PLAN

No.	Theme	Contracting authority	CODE	Period
1	Preservation of the biodiversity of the mountain agricultural ecosystem	National Authority for scientific research (ANCS)	P.S.6.3.1	2006-2010
2	Improvement of the breeds and hybrids of vegetables, flowers, dendrological plants, in order to accommodate the new requirements of the consumers and the introduction of some vegetable species less frequent in our country	ANCS	P.S.3.2.1	2006-2010
3	Achievement of specialized hybrids for the meat production ovines	ANCS	P.S.4.1.8	2006-2010

ROMANIA – GREECE COOPERATION

No.	Name	Contracting authority	CODE	Period
1	Effect of sewage sludge application on quality indices of soil vulnerable to degradation	UEFISCDI	C 18873	2006-2007

ROMANIA – BELGIUM COOPERATION PN II CAPACITIES. MODUL III BILATERAL COOPERATIONS

No.	Name	Contracting authority	CODE	Period
1	Soil erosion and conservation measures.	UEFISCDI	589	2012-2014

CONTRACTE PLAN SECTORIAL ADER 2020

No.	Name	Contracting authority	CODE	Period
1	Elaboration and implementation of the milk and meat production improvement plan for the Țigaie sheep from the plateau region of Moldavia.	ADER	PS 716	2011 - 2014

CAPACITIES

No.	Name	Contracting authority	CODE	Period
1	Extension of the research infrastructure of the oenology laboratory in order to improve its performances according to the European research and development priorities (coordinator).	ANCS	104	15.12.2007-30.04.2009

INOVATION

No.	Name	Contracting authority	CODE	Period
1	Ecological growing medium for instant turf, ornamental horticulture and environment protection –GAZONINSTANT (coordinator).	UEFISCDI	Ctr 2	2007-2009

Appendix 15 – Competitive Research Projects in the 2007 – 2012 Period

**OPERATIONAL SECTORIAL PLAN – IMPROVEMENT OF THE ECONOMICAL COMPETITIVITY
(POSCE) PROJECTS**

No.	Name	Contracting authority	CODE	Period
1	Researches regarding the significance between the genomic response, the metabolism of phenol-propans and photosynthesis in conditions of abiotic stress, for the improvement of the biosynthetic potential at of raspberry and blackberry species.	ANCS as Intermediate Organism for the Ministry of Economy, Commerce and Business Medium as Management Authority	151	2010-2013
2	Studies of molecular genetics regarding the adaptation of brassica napus l to biotic and abiotic stress conditions and the improvement of the growing technology in order to extend the cultivation area	ANCS as Intermediate Organism for the Ministry of Economy, Commerce and Business Medium as Management Authority	153	2010-2013
3	Analysis of the opportunities to adept the Romanian vineyard ecosystems to the new competitive and environmental context.	ANCS as Intermediate Organism for the Ministry of Economy, Commerce and Business Medium as Management Authority	163	2010-2013
4	Research institute for agriculture and environment.	ANCS as Intermediate Organism for the Ministry of Economy, Commerce and Business Medium as Management Authority)	247	2010-2013

**OPERATIONAL SECTORIAL PLAN DEVELOPMENT OF THE HUMAN RESOURCE
(POSDRU) PROJECTS**

No.	Name	Contracting authority	CODE	Period
1	Integrated project for supporting the entrepreneurship development by the means of the tourist system in the north-east region	Social European Fund (FSE)-POSDRU	POSDRU/25/3.1/G/10106	2009-2011
2	Support and improvement of the participation of the doctoral students to PhD programs.	FSE-POSDRU	POSDRU/S/1.5/S/7/4871	2008-2012
3	Support and improvement of the participation of the doctoral students to PhD programs.	FSE-POSDRU	POSDRU/S/1.5/S/52176	2009-2013
4	Development of the labor market in the countryside through the promotion of non agricultural professions	FSE-POSDRU	POS DRU /13/5.2/S/11 (partner)	2009-2011
5	Academic on-line cooperation network for the development of the capacity of providing proficiency and competitiveness on the labor market	FSE-POSDRU	POSDRU– 86/1.2./ 62723	2010-2012
6	Post doctoral school in the field of agriculture and veterinary medicine	FSE-POSDRU	POSDRU 89/1.5.S/62371 (partner)	2010-2013
7	Services providing enterprises – protagonists of the territorial development	FSE-POSDRU	POSDRU/25/3.1/G/18501	2009-2011
8	Academic education at an European level in the field of veterinary medicine	FSE-POSDRU	POSDRU/ 86/1.2./S/63654 (partner)	2010-2012
9	Integration on the labor market of the students graduating veterinary academic studies – practical training services	FSE-POSDRU	POSDRU/ 90/ 2.1/ 63915 (partner)	2010-2012
10	perfection and development of human resources for research and innovation through the PhD school	FSE-POSDRU	POSDRU/ CPP107/DMI1.5/S/77222	2010-2013
11	Consolidation of the institutional capacity of the regional consortium for the development of the professional and technical education and of the academic education according to the challenges of the postmodern society	FSE -POSDRU	POSDRU/41/3.3/G/21568	2011-2013
12	„CRESC! Improvement of the participation in qualification/requalification programs for the workers from the trade domain	FSE-POSDRU	POSDRU/108/2.3/G/80797	30.09.2010



"ION IONESCU DE LA BRAD"
**UNIVERSITY OF AGRICULTURAL SCIENCES
AND VETERINARY MEDICINE OF IASI**
"A University of Applied Life Sciences and Environment"

Studying at USAMV Iasi

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2012 - 2016**

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2012 is a momentous year for the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine. The celebration of our Centenary year provides everyone us all with the opportunity to honour our heritage and pay tribute to our 100 years of living science and education.

With this Centenary year now in front of us, we move into our second century with a sense of optimism, since modern university has to remain committed to its core mission, that of training, debating and promoting innovative ideas, research and innovation, thus continuing to polarize creative intelligence and orient its goals according to the needs and interests of society. The trinomial of teaching, scientific and practical training activities, permanently connected to national and international framework of best practices, has been the successful formula that has ensured the continuity and progress of the university. Lately, our university has co-operation established relationships with over 50 universities and research institutes from Europe, Asia, the United States of America, declining its policy of total openness towards international co-operation.

Over the years, the University of Agricultural Sciences and Veterinary

Medicine, Iasi, has become a leading institution of the Romanian agricultural education, due to the activity of academic personalities that have taken major responsibilities, always considering the agricultural science a key factor for the development of modern society and provision of general welfare. A century after its foundation, the university benefits of a modern campus, located in the most scenic borough of the town, the Copou Hill, a campus that provides students with the best facilities for individual study, research, practical training and recreation.

Aware of the quality of the training environment, reflected by the climate, atmosphere, institutional culture, our university has paid much attention to his peculiar aspect, making it one of its paramount priorities. Combining tradition and experience with a most dynamic and modern approach of the teaching-learning and research processes, all 200 members of the academic staff offer innovative strategies and ways of learning that respond to the standards of shaping the necessary skills that would provide students with the best possible employment opportunities. From this perspective, the faculties and departments of the university constitute fundamental elements of the educational structure chain,



responsible for providing the quality parameters of education and research. The University of Agricultural Sciences and Veterinary Medicine, Iasi, awarded a "high level of trust" qualification after the Romanian Agency for Quality Assurance in Higher Education assessment, is open to all gifted and talented students from every corner of the globe willing to build solid careers, and for that we remain committed to educating them, to offering them a bustling university environment to match their talent, a learning environment fit for future innovators. Whatever they may choose to study, be it Agriculture, Horticulture, Animal Science or Veterinary Medicine our university is a choice to consider.

Message of The Rector

In the years to come I am most confident that the University of Agricultural Sciences and Veterinary Medicine, Iasi will continue to be a leading presence within the academic community, will continue to work on some of the most important problems the Romanian agriculture and rural areas face, never ceasing to be concerned with modernising the educational act, never forgetting to create opportunities for the intellectual and professional development of its students.

Our centenary mission is to inspire the next generation of great minds.

Rector,
Prof. dr. Vasile Vintu



The beginnings of the Moldavian agricultural education go back in time to the first half of the 19th century, namely between **1842 – 1848** when the first great Romanian agronomist, Ion Ionescu de la Brad, delivered the first lectures on agriculture at the "Academia Mihaileana" – Iasi. Following the insistent approaches of a group of enthusiastic professors, the academic board of the Alexandru Ioan Cuza University – Iasi, voted unanimously, on May 2nd **1905**, what, later on, the Ministry of Culture and

Public Instruction would approve, i.e. the setting up, within the Faculty of Science, of the Departments of Agricultural Chemistry and Technological Chemistry.

1912 is considered to be the year of birth of tertiary agricultural education in Iasi. The Law of Tertiary Education, published in the Official Monitor on March 27th, stipulated the establishment of the Agricultural Sciences Department in the Faculty of Sciences of the University of Iasi. Thus, an agri-

cultural school made its début in Iasi, with modern lectures, grouped in two categories – preparatory and agricultural, supported by an experienced academic staff: Ioan Borcea, Haralamb Vasiliu, Alexandru Obregia, Agricola Cardas, Autonom Georgescu, Ion Constantineanu.

The Official Monitor nr. 82/April 9th **1933** contained the Law for turning the Section of Agricultural Sciences of the University of Iasi into the Faculty of Agricultural Sciences of the Alexandru Ioan Cuza University - Iasi, with its

headquarters in Chisinau. In 1940 Romania suffered one of its greatest national tragedies, the loss of Basarabia, North Bucovina and Herta, North Transylvania and South Dobrogea, equivalent to more than a third of the national territory. In this totally new political climate, originating in the abusive annexation of Basarabia by the former Soviet Union, the Faculty of Agricultural Sciences of Chisinau was repealed, in October 1940 through the Decree-law 3463/15. The academic staff and part of the assets were transferred to Iasi, where, after twelve months of debates and special administrative efforts, the Faculty of Agriculture was once again established in accordance with the Law 922/October, 17th 1941.

The year 1948, the Decree of August 3rd and the decision of the Ministry of Education 26237/ October 24th, initiated the reorganisation of the Romanian tertiary education system, including agricultural education in the

capital and other major cities. The Agronomic Institute was established in Iasi, comprising the Faculty of Agro-technique (later Agriculture), the Faculty of Horticulture and Animal Husbandry (1951) and Veterinary Medicine (1961).

After numerous and brief changes of name and academic organisation, the most important occurring in 1990, the former Agronomic Institute became the current "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine (USAMV) and now comprises the Faculties of Agriculture, Horticulture, Veterinary Medicine and Animal Husbandry of Iasi, starting with 2001. Over the past ten years, USAMV Iasi has experienced a progressive dynamics by means of a development scheme comprising new specializations within the existing faculties, up to the point that it currently displays an academic offer that comprises four faculties with thirteen specialisations:



AGRONOMIC HIGHER EDUCATION IN IAȘI

- Faculty of Agriculture,** with the following specialisations:
- Agriculture, full time education, 4 years, Agronomy domain;
 - Agriculture in mountainous regions, full time education, 4 years, Agronomy domain;
 - Food processing (TPPA), full time education, 4 years, Food engineering domain;
 - Economic engineering in agriculture, full time education, 4 years, Engineering and management domain;



A journey in time (1842 - 2012)

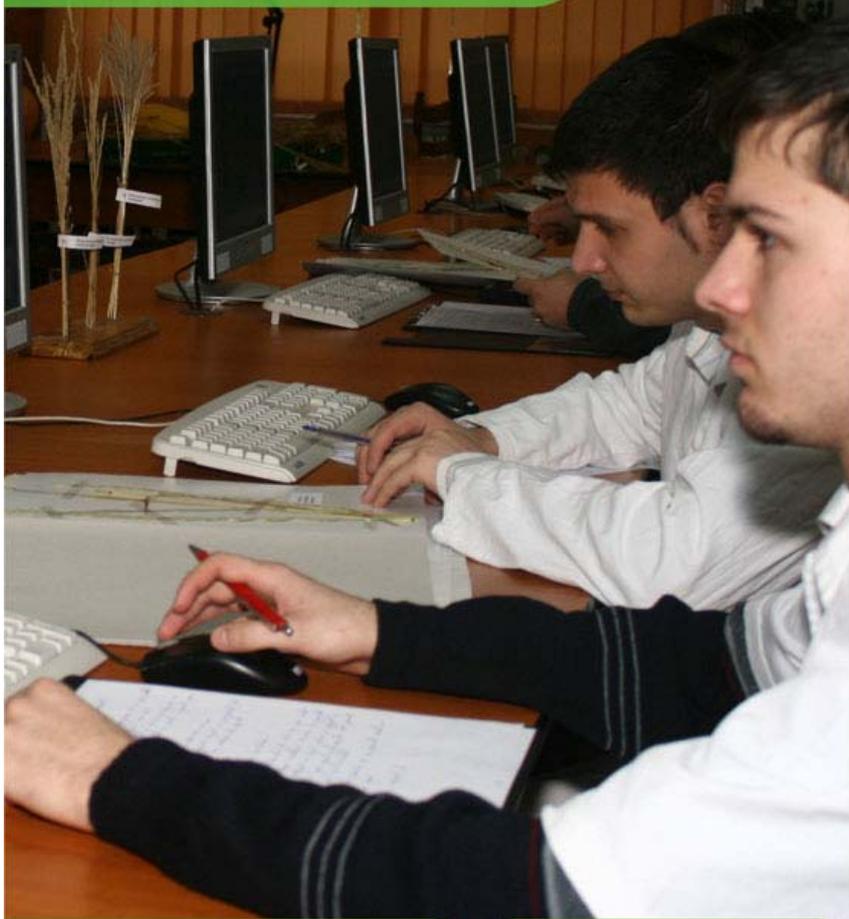
- Biology, full time education, 3 years, Biology domain;
- Faculty of Horticulture,** with the following specialisations:
- Horticulture, full time education, 4 years, Horticulture domain;
 - Landscape studies, full time education, 4 years, Horticulture domain;
 - Environmental Engineering, full time education, 4 years, Horticulture domain;
- Faculty of Animal Husbandry,** with the following specialisations:
- Animal husbandry, full time educa-

- tion, 4 years, Animal Husbandry domain;
 - Fish-farming and aquaculture, full time education, 4 years, Animal Husbandry domain;
 - Food Control and Expertise and Engineering, full time education, 4 years, Animal Husbandry domain;
 - Management in Public Alimentation and Agri-tourism, full time education, 4 years, Animal Husbandry domain;
- Faculty of Veterinary Medicine,** with the following specialisation:
- Veterinary Medicine, full time edu-

cation, 6 years, Veterinary Medicine domain.

USAMV is member of the Consortium of Romanian Agricultural and Veterinary Medicine Universities, associate member of **AUF** (Agence Universitaire de la Francophonie) and **EUA** (European University Association); USAMV is the founder of the **IASTE** Romania (The International Association for the Exchange of Students for Technical Experience).

FACULTY OF AGRICULTURE



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Founded in **1912**, the Faculty of Agriculture is the oldest and most prestigious Romanian tertiary agricultural institution that conferred the first Diploma of Agricultural Engineering in our country. The Faculty of Agriculture is part of the University of Agricultural Sciences and Veterinary Medicine and occupies a well defined position within the higher agronomic education environment in Romania and at the European level. This position has been

forged over the course of 100 years of existence, now recommending a powerful scientific, educational and cultural centre. It is not coincidental the very etymology of the term education, that comes from the Latin root *educō-educare*, which means "to nourish" all those in quest of the most exquisite food of all, the spiritual food. The Faculty of Agriculture is a specialized institution in the higher education system run by the state whose fundamental mission statement

is training agronomists, agricultural economists, engineers in the food industry and biologists. The Faculty of Agriculture aims to generate knowledge through research, development, innovation and technology transfer, high standard academic training, thus attracting the best professionals and young researchers who have high potential and scientific training.

Why study Agriculture?

The main academic mission of the Faculty of Agriculture is training specialists for one of the most complex fields of the national economy, agriculture. They will have a thorough theoretical and practical training, being able to handle the evermore complex problems of the Romanian agriculture. The academic curricula enable the future specialists to gain the theoretical and practical knowledge that account for them being able to work as specialists, managers, market experts and for their quick absorption into the national and EU labour market.

Another mission of the faculty is the initial training of students in the field of scientific research, methodology and pedagogy, with a view to gaining employment within the framework of secondary and tertiary education system. At the same time the Faculty of Agriculture commits itself to an ongoing training of specialist through master's programmes, doctoral studies, or other post-doctoral programmes. The academic curricula enforce the requirements of both the legislative framework as well as the standards and performance indicators imposed by the Romanian Quality Assurance Agency for Higher Education (ARACIS). These measures aimed to ensure compatibility with

national and international qualifications.

The Faculty of Agriculture has at its disposal the most appropriate equipment to ensure high quality education, reviewed on an annual basis, and continuously improved upon providing excellent for teaching, research, practice and training centres for students. Education areas (represented by lecture theatres, laboratories, mechanisation halls, seminar rooms, etc) are modernly equipped with laboratory equipment, computers, multimedia and internet access.

Research is conducted in specialised laboratories and on the experimental fields of the research station Ezăreni or on some private farms in Moldova. The Faculty also provides access to information through the specialised libraries of each field of study and through the main university library. Some training activities are hosted by the research station Ezăreni, the practice training centre Făcăieni and Plaiul Șarului. Moreover, further training is offered by renowned agricultural farms, food industry companies as well as environmental protection agencies from the NE region of Romania.

In order to involve and assist students, the Faculty of Agriculture has set up a



www.uaiasi.ro/agricultura



guidance office. Students have always been encouraged to get involved extra-curricular activities, be them sportive, artistic, professional.

Mode	Duration	Diploma	Specialisation
Bachelor (full-time)	4 years	BSc. engineer	Agriculture
	4 years	BSc. engineer	Mountainous agriculture
	4 years	BSc. engineer	Economic engineering in agriculture
	4 years	BSc. engineer	Food engineering
Bachelor (distance-learning)	3 years	BSc biologist	Biology
	4 years	BSc. engineer	Agriculture
	3 years	BSc. engineer	Economic engineering in agriculture
MSc. / Post-graduate diploma	2 years	MSc.	Management in agriculture
	2 years	MSc.	Farm management
	2 years	MSc.	Management public alimentation and agri-tourism
	2 years	MSc.	Assessing and preserving agricultural land
	2 years	MSc.	Seed and seedling production
	2 years	MSc.	Advanced technologies in agriculture
	2 years	MSc.	Modern agricultural technologies
	2 years	MSc.	Food processing expertise
	2 years	MSc.	Preserving and using vegetal genetic resources
Doctoral studies	3 years	PhD	Field crop technology
	3 years	PhD	Physiology
	3 years	PhD	Agrotechnique
	3 years	PhD	Pasturelands and fodder plants
	3 years	PhD	Management and marketing in agriculture
	3 years	PhD	Land improvement
	3 years	PhD	Plant Physiology
	3 years	PhD	Farm machinery

FACULTY OF HORTICULTURE



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In Iași, higher education in the sciences of horticulture has deeply interwoven its history with that of a famous Romanian scholar, Ion Ionescu de la Brad, and an equally legendary academic establishment, the Mihaileana Academy that hosted the lectures on agriculture, rural industry and agricultural engineering, viticulture, horticulture, vegetable and ornamental arboriculture. Following the development of horticulture at a national and regional level, setting up

the Faculty of Horticulture, in 1951, came as the most natural thing to do. It is the second-oldest Faculty of Horticulture that train specialists for all the sectors of horticulture. Currently, the Faculty of Horticulture offers wide academic choice of subjects at all educational levels (bachelor, master, and doctorate) and prepares specialists in horticulture, environmental engineering, landscape architecture. The entire activity of the faculty is supported by a leading

academic body, of national and international recognition, which provides the necessary scientific power of a prestigious academic community. The faculty has its own educational facilities, teaching fields, laboratories, library, etc., all modernly equipped. The Faculty of Horticulture plays an important role within the agricultural education, targeting students' training and education, teaching them the secrets of practicing a most complex and fascinating profession.

Why study Horticulture?

Full-time undergraduate courses offered by the Faculty of Horticulture focus on Horticulture, Landscape Architecture and Environmental Engineering. Horticulture education program students can opt for distance learning form.

Studying **Horticulture**, students will be able to design and implement specific technologies in horticulture, viticulture, vegetable, flower and ornamental arboriculture, winemaking, storage and processing of horticultural technology, landscape architecture; practicing sustainable agriculture through efficient and rational use of energy and farm-related machinery, applying modern methods of plant protection and soil conservation.

Landscape architecture graduates acquire skills of design, execution and maintenance of landscape improvements in conjunction with relevant cultural, ecological and socio-economic factors; operate sensible interventions on built and natural landscapes; carry out preservation, restoration and landscape rehabilitation programmes, by preserving such invaluable assets as authenticity, traditional style, original features and biodiversity.

The Environmental Engineering course trains specialists to apply practical methods with a view to controlling environmental pollution, based on a most profound knowledge of the laws of nature; to identify key ecological imbalances caused by the anthropogenic activity in order to reduce the current environmental crisis. Bachelor graduates from both the faculty and from other colleges and universities can complete training by attending horticultural specialties profile master and doctoral.

At the same time the Faculty of Horticulture commits itself to an ongoing training of specialist through master's programmes and doctoral studies



www.uaiasi.ro/Horti



Mode	Duration	Diploma	Specialisation
Bachelor (full-time)	4 years	Bsc. engineer	Horticulture
	4 years	BSc. engineer	Landscape architecture
	4 years	BSc. engineer	Environmental engineering
Bachelor (distance-learning)	4 years	BSc. engineer	Horticulture
MSc. / Post-graduate diploma	2 years	Msc.	Plant protection
	2 years	Msc.	Seed and seedling production
	2 years	MSc.	Ecologic horticulture
	2 years	MSc.	Urban and territorial landscape design
Doctoral studies/Post-graduate diploma	3 years	PhD	Floriculture
	3 years	PhD	Genetics and plant breeding
	3 years	PhD	Vegetable growing
	3 years	PhD	Fruit tree growing
	3 years	PhD	Plant protection
	3 years	PhD	Food engineering
	3 years	PhD	Viticulture and wine making



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Science and art at the same time, veterinary medicine has its origins in ancient times. Over the centuries, its servants have brought their priceless contribution to the progress of humanity and to protecting the public health, and it was this noble healing mission of theirs that has brought them the unanimously, universally acknowledged and well-deserved respect. Although officially institutionalised in 1961, through the Iasi Faculty of Veterinary Medicine, veterinary education dates back

almost a century, having developed and modernized itself ever since due to the dedication and selflessness of great professionals. In its 51 years of existence, the faculty has trained over 3,800 veterinary specialists who have been practising their profession all over the world. Part of the medical domain, veterinary medicine is a liberal profession governed by modern, European regulated legislation, allowing free movement and high employability throughout the European Union. The academic curricula and practical

training in university clinics during the 6 years of study offer students a solid training for the part they will play after graduation - safeguarding the health and welfare of animals and fellow citizens. Employment opportunities are numerous, graduates can opt for private offices and clinics, state run veterinary network, pharmaceutical industry and veterinary pharmacies, farms, diagnostic labs, research institutes, police and army units.

Why study Veterinary Medicine?

The academic mission of Iasi School of Veterinary Medicine is accompanied by a significant scientific activity acknowledged by the numerous national and international prizes and medals. The invaluable human potential and logistics of the faculty opened fruitful co-operation relationships with renowned research

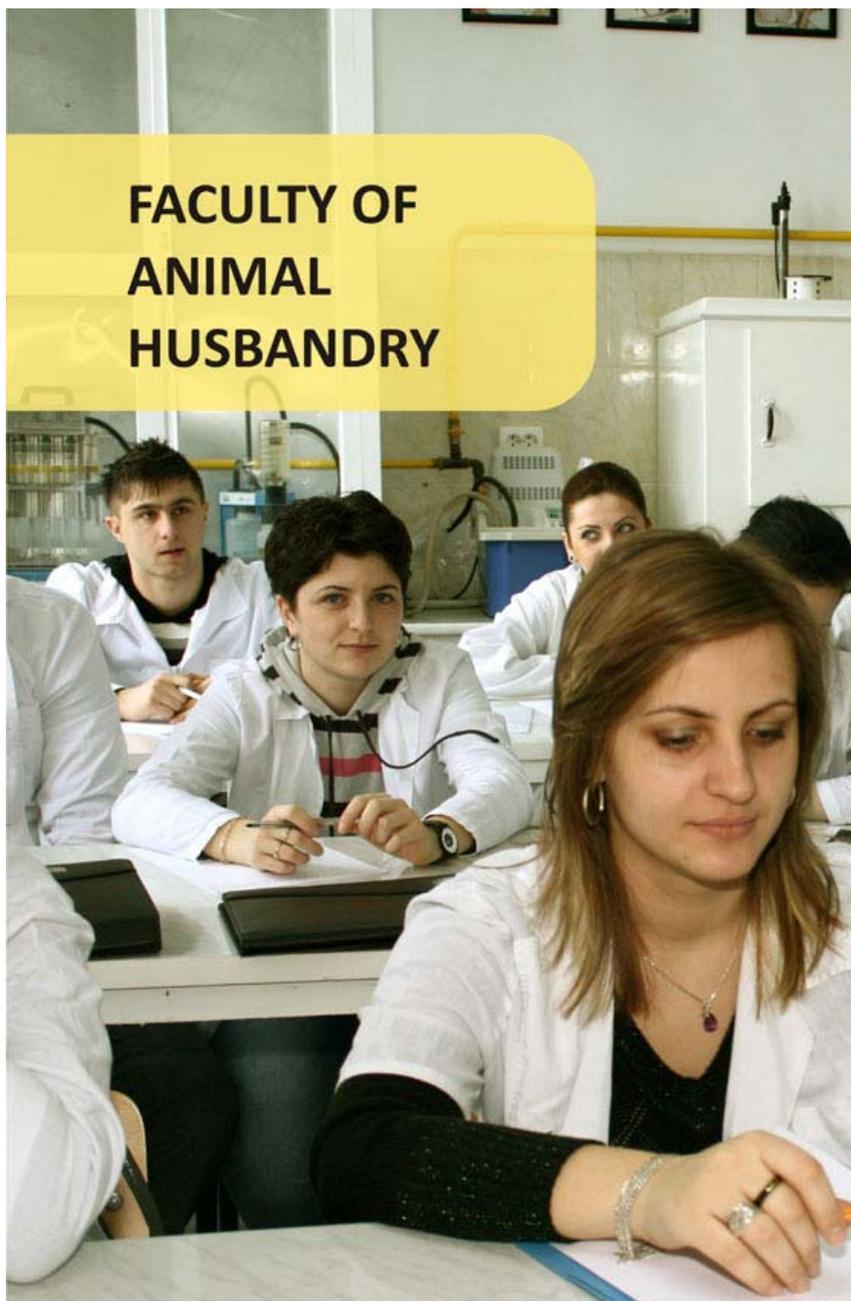
institutions such as the Pasteur Institute in Paris and the Romanian Academy - Petru Poni Institute of Macromolecular Chemistry in Iasi. Thus, graduates are given the chance to continue their studies with doctoral and post-doctoral programmes in a dynamic and motivated team, of high international visibility.



www.uaiasi.ro/medicina

Mode	Duration	Diploma	Specialisation
Bachelor (full-time)	6 years	DVM	Veterinary medicine
Doctoral studies/Post-graduate diploma	4 years	PhD	Microbiology – Immunology
	4 years	PhD	Normal and pathological morphology
	4 years	PhD	Semiology and medical pathology
	4 years	PhD	Obstetrics and veterinary andrology
	4 years	PhD	Infectious diseases
	4 years	PhD	Parasitic diseases





FACULTY OF ANIMAL HUSBANDRY



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The beginning of animal husbandry higher education began, in Romania, in 1948 with the birth of the Bucharest Institute of Animal Husbandry and Veterinary Medicine (which included a Faculty of Animal Husbandry) and of the Faculty of Animal Husbandry in Arad. The year 1951 laid the foundation stone of the Faculty of Animal Husbandry in Iasi, out of the stringent need for highly trained technicians in animal breeding. (zootechnicians). The establishment of higher education in Iasi livestock

was well justified, considering the fact that within the Faculty of Agriculture merged a authentic school of animal husbandry due to the activity and initiatives of the great professor Agricola Cardas. In 1955, the Agronomic Institute issued the first Animal Husbandry Engineer Diplomas. In 1957, the Faculty of Animal Husbandry joins the Faculty of Agriculture, forming the Faculty of Agriculture and Animal Husbandry, with three sections: Agriculture, Horticulture and Animal Husbandry. In 1962,

the existing Animal Husbandry sections were abolished. The massive concentration of livestock and the establishment of livestock specialized units led to the reinstatement, in 1968, of the Faculty of Animal Science, with a 5-year duration of studies. Starting with the 1991-1992 academic year, graduates of the Faculty of Animal Husbandry receive the diploma of diplomat engineer in Animal Sciences. 2001 marks the beginnings and the necessary steps taken to establish the undergraduate Fish farming course.

Why study Animal Husbandry?

Starting with 2009, with a view to implementing the Bologna standards, the whole higher education system has been organised in three cycles 4 +2 +3 (4 years undergraduate, full time/distance learning, 2 years Master's programmes/postgraduate studies, 3 years doctoral studies /postgraduate).

The 2009/2010 academic year, in accordance with the strategic plans and development/restructuring trend of the University of Agriculture and Veterinary Medicine – Iasi, also taking into account the EU post-accession changes occurred in Romania, the Faculty of Animal Science signed the birth certificate of two new specializations, Food Control and Expertise and Engineering and Management in Public Alimentation and Agri-tourism, with a 4-year duration of study. In over 60 years experience, the Faculty of Animal Husbandry has trained a total of over 4,200 graduates, of which some have held positions of ministers, secretary generals and state lawmakers, executives of reputed firm and holding companies, teachers, directors of institutes and research stations, researchers, farmers, etc.

The basic objective of the curriculum reform of the Faculty of Animal Husbandry is that of training technical staff specialized in livestock management. Furthermore, we have

always considered diversifying the educational offer in response to the various shifts in the labour market and developments in the fields of science. Thus, graduates of the Faculty of Animal Husbandry acquire the invaluable skills of breeding animals, managing and processing livestock production, food quality control. In addition, to deepen the knowledge gained throughout the undergraduate courses, students are offered the opportunity to continue their studies with master's and doctoral programmes.



www.uaiasi.ro/zootehnie



Mode	Duration	Diploma	Specialisation
Bachelor (full-time)	4 years	Bsc. engineer	Animal husbandry
	4 years	BSc. engineer	Fish farming and aquaculture
	4 years	BSc. engineer	Engineering and Management in Public Alimentation and Agri-tourism
	4 years	BSc. engineer	Food control and expertise
Bachelor (distance-learning)	2 years	Msc.	Animal Husbandry
MSc. / Post-graduate diploma	2 years	Msc.	Livestock management
	2 years	MSc.	Animal nutrition and feeding
	2 years	MSc.	Quality management and food safety
	3 years	PhD	Reproduction and genetic breeding
	3 years	PhD	Fish farming management
	3 years	PhD	Swine breeding technology
	3 years	PhD	Cattle and horse breeding technology
	3 years	PhD	Fowl and fur animals breeding technology
	3 years	PhD	Animal nutrition
	3 years	PhD	Sheep and goat breeding technology
			Fish farming technology
			Beekeeping
			Physiology
			Food processing technology
			Animal genetics and breeding

DISTANCE LEARNING

Distance learning (DL) is a flexible form of education that provides students with the choice of place, pace and time to study individually and independently.

Distance learning involves using a wide range of educational technologies: printed teaching materials, audio, video, multimedia, tele-courses, video conferencing, online courses on the Internet, Web pages, computer-mediated learning technologies, interactive methodologies for teaching-learning-assessment, integrated learning quality assurance, etc., developed in response to the information society we live in and in line with the current trends of modernization and globalization of education.

With its flexibility and modernity, escaping any constraints of time, space and pace of study, DL is a special attraction for mature students and working-age population, being considered a key element in the establishment of more interesting structures of education and teaching, more open and flexible, tailored to the specific professional, social, educational needs reflected by the labour market.

Attending the distance learning courses entitles graduates to continue their studies with any postgraduate programmes they may choose.

Domain	Specialisation	Duration	Diploma
Agronomy	Agriculture	4 years	engineer
Engineering and management	Economic engineering in agriculture	4 years	engineer
Horticulture	Horticulture	4 years	engineer
Animal husbandry	Animal husbandry	4 years	engineer



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TEACHER TRAINING DEPARTMENT

Initial and continuous training

Following the footsteps of the ancestors ...

Pioneer professor Stephen Barsanescu, educated at famous German universities, has promoted an education policy (cultural policy, 1937) tailored for the Romanian realities. Banned from the "Al.I.Cuza" University, Professor Barsanescu was accepted to lecture at our university (1946-1953), creating a new field, that of agricultural pedagogy.

His assistant, professor George Vaideanu (1953-1954) continued his master's pedagogy of culture, adding his international expertise gained as high UNESCO official between 1973-1981. A close collaborator of Professor Vaideanu was the methodologist Nicolae Cerchez (1983-1984, 1996-2002). His research focused on modernizing the agricultural high schools curricula, approaching an interdisciplinary perspective upon the teaching-learning process and, as a true spiritual testament, he left a sound pedagogical approach of agricultural subjects. Following such illustrious predecessors, those who teach pedagogical subjects today have a noble mission and infinite

new responsibilities in accordance with the needs of our times in modeling and shaping the human dimension.

Innovative experiences ...

- Mission: initial and continuous training of teachers from secondary and higher education; Expertise of the teachers of the department, previously engaged in secondary education, trainers in the field of pedagogy;
- Promotion of innovative projects: "Development of metacognitive competence to first year students (teach students how to learn), in partnership with universities of Suceava and Bacau, 92106/2008 / PN NASR II, (co-ordinator Assoc. Prof. dr. Mihai Stanciu), "Strengthening the institutional capacity of the Regional Consortium to develop vocational and technical education and higher education in line with the challenges of postmodern society," HRD / 41/3.3/G/21568 (co-ordinator Conf. dr. Mihai Stanciu), "Strategies for sustainable rural development in Central Moldavian by stimulating and developing groups of farmers as a result of interdisciplinary research," 1133/2008 NURC (co-ordinator. Lect dr. Carmen-Olguța Brezuleanu);
- Modernizing teaching and learning processes through the integration of 3D technologies (the



5 laboratories of the University of Agriculture and Veterinary Medicine Iasi) for the initial and continuous training of teachers;

- Educational projects of interdisciplinary character (The "Grigore C. Moisil" Informatics Highschool, the "Vasile Adamachi" College, the "H. Vasiliu" Highschool in Miroslava;
- Research in university teaching.

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SCIENTIFIC RESEARCH

The development of a society is determined by the performance of its education system, as well as by the education level of the citizens. Highly qualified human resources, creativity, production and use of knowledge proved to be key factors for the economic expansion of highly developed countries. In the U.S.A.M.V. Iasi, scientific research contribute to its development, as it provides an ideal framework for the training and professional development of teaching and research personnel, at the same time attracting specific funds that are used mainly for infrastructure development. Also, scientific research contributes substantially to raising and maintaining the prestige and reputation of the university, as well as to training and promoting outstanding scientific personalities in the field. In the USAMV Iasi, scientific research is conducted in

four centres and specialized laboratories. Scientific research is carried out by full-time academic staff, students, graduates and doctoral students and also by members of the research staff. Scientific research accounts for an average 20-50% of the time a teacher spends at university. Most funds that support the research activity come from grants and contracts financed by other bodies than the university. Since 2004, research has been coordinated by the University Department of Agricultural Research (DUCA), that subordinates itself to the Senate of the university through the Scientific Research Committee. Since 2011, the University Department of Agricultural Research (DUCA) became the Department of Innovation and Technology Transfer Research (DCITT). In 2011, the total value of contracts undertaken by our university was 890,000 lei.



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CNCS certified Research centres

Year of certification	Research centre	Director of research centre
2001	Centre of Agronomic Research	PhD, Prof. Constantin Leonte
2001	Centre of Horticulture Research	PhD, Prof. Gică Grădinaru
2001	Centre of Animal Science Research	PhD, Prof. Benone Pasarin
2001	University Centre of Veterinarian Research	PhD, Prof. Liviu Miron

Within the USAMV Iasi functions also the Centre of Research in Comparative Medicine run by prof. dr. Otilia Coțofan.

RENAR certified laboratories

Laboratory	Director
Winemaking laboratory	PhD, Prof. Valeriu V. Cotea
Laboratory for the expertise, certification and control of genetically modified organisms	PhD, Prof. Constantin Leonte

Other laboratories, not yet certified

Laboratory	Director
Soil and Plant Analyses Laboratory	PhD, Prof. Vasile Vintu
Fodder Quality Control Laboratory	PhD, Prof. Ioan Mircea Pop
Fruit tree growing Laboratory	PhD, Prof. Gică Grădinaru



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LIBRARY

The USAMV Library in Iasi has a scientific and encyclopedic profile and ranks as one of the central university libraries of the city. Its history is closely intertwined with that of the university itself. The Library was initially established for the Faculty of Agricultural Sciences, which was based in Iasi and Chisinau.

Recently extended and modernized, the library functions in a newly refurbished space spanning on four levels with a space covering 1.350 square meters. It comprises 3 Reading Rooms with 140 seats available for users and a Multimedia & Internet Room with 36 Pcs, ensuring comfortable study and research conditions.

The staff of nine librarians carries out all of the main specific activities and services, such as: acquisition, cataloging, classification circulation, loan and reservations services, statistic reports and the management of serials, interlibrary loan, e-mail alerts etc., with the help of the specialized library software Liberty3. and thus providing high quality services for its 4522 users.

The total fund (books, periodicals, papers, courses, electronic items) of the Library comprises 93.774 volumes. The online ANELIS database can be easily accessed from the Library's website and offers the latest information on various

domains of scientific research.

It also houses a wide collection of rare patrimony books dating back from the 18th and 19th century. Among the oldest publications we mention here specialized books, dictionaries and encyclopedias printed abroad starting with the 18th century.

The Library has a network of 92 national and international exchange partners, sending and receiving a variety of scientific publications. Further developing within an international context, The USAMV Library Iasi became a founder member of the Balkan Libraries Union (BLU), whose general aim is to assist libraries in Balkan in forming a functional network, improving access to collections in Balkan libraries and providing more efficient library information services in the Balkans.



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ADVANCED 3D VISUALIZATION CENTRE



The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine Iasi is the only higher education institution in Romania that offers its students the possibility of learning using the 3D technology. USAMV is equipped with five laboratories where different objects or programmes of study can be viewed with leading 3D technology.

The Centre for Advanced 3D Visualization of USAMV Iasi is the first of its kind in Romania. Students and teachers of the four faculties of the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine can study plants, animals or their environment, three-dimensionally, as if were right in front of them.

The first type of laboratory is that of telepresence - a set of technologies which allow the broadcast of the image of a person that gives the appearance of being present at a place other than their true location. Telepresence allows such persons to attend a meeting even if they are not physically present. It can be used for distance learning or distance collaboration with various teachers.

The second type of laboratory (CAVE) is a room of immersion or "dive" in the virtual world, where the image is created through projections in three directions.

The third type of laboratory is used for research - innovation and enables the performance of a series of analyses and forecasts for a certain period of time, afterwards reproduced in images.

The Virtual Development Lab is where "developers" shape in 3D various models proposed by teachers, researchers or students.

The last type of laboratory is actually a show room destined to project three dimensional images. Aula Magna "Haralamb Vasiliu" of the University is equipped with "surround" speakers in all areas and a screen upon which 3D images can be projected.



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INTERNATIONAL RELATIONS

The higher agronomic education of Iasi involved internationally

International relations constitute nowadays, more than ever, a priority not just for the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine, but for any university. Since 1990 our university has developed special partnership and co-operation programmes that have considerably enlarged the framework of international collaboration, and special efforts have been made in order to adjust the existing curricula to similar university European programmes. An important aspect is the mobility of students and academic staff.

The International Relations Office manages the international cooperation agreements and programmes (Tempus, Copernicus and Socrates / Erasmus).

The "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine has established solid partnership relations with leading universities from 32 countries on 5 continents. The partner universities of the University of Agricultural Sciences and Veterinary Medicine Iasi are: Bournemouth University and University of Liverpool in England, University of Ghent and Université de Liège in Belgium, Institut Supérieur d'Agriculture de Lille, Etablissement Public d'Enseignement Agricolaire Rethel, Ecole Nationale Vétérinaire d'Alfort, Université d'Angers, Université de

Bourgogne, Dijon, Université de Reims-Champagne-Ardenne in France, "Justus Liebig" University of Giessen in Germany, "Aristotle" University of Thessaloniki in Greece, Università degli Studi di Bari, Università di Bologna, Università degli Studi di Firenze Università degli Studi di Napoli "Federico II", Università degli Studi di Perugia in Italy, Universidade de Trás-Os-Montes e Alto Douro in Portugal and Purdue University, USA.



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STUDENT AT USAMV

Being a student at the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine Iasi means multiple possibilities to study abroad. Three-month up to twelve-month practical training specialisations can be carried out at partner universities throughout Europe, or at companies of recognized importance. Besides the now famous Erasmus mobilities, our university's students may also benefit from various internships abroad.

Enrolment procedures

Matriculation is organized by the University according to its own regulations and criteria enforced by the Ministry of Education and Research. Eligible candidates are high school graduates with a baccalaureate degree (or its equivalent), Romanian or EU-citizens; citizens from EEA countries (Iceland, Liechtenstein, Norway) as well as from Switzerland enjoy the same treatment as EU nationals. Admission to our university is based on the selection of application files. The selection criteria for all specialisations, other than the grades obtained at the Baccalaureate, are the following:

1. Romanian language and literature: 50%
2. Mathematics /history or any other written examination paper at the candidate's own choice: 50%

Having completed the courses of the "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine, graduates receive, after having successfully passed the final university-leaving examination, their BSc or DVM title. The quality of training students have received throughout their studies offer high employability perspectives in food-industry based units, agricultural chambers, offices for consumer's protection phyto-sani-

tary customs police, research stations, agencies and offices for rural development, sanitary veterinary circumscriptions.

Scholarships

Merit, study and social aid scholarships are granted to students according to Law 441/2001, throughout the academic year. Scholarships are awarded each semester on the basis of the results obtained during the first semester of the previous academic year, and on the basis of the results obtained during the winter session of exams for the second quarter.

Merit and study scholarships are granted to students enrolled in full-time bachelor's programmes at state-run universities, according to their academic records as well as to postgraduate students according to the scholarship funds awarded by the Ministry of Education.

Social aid scholarships are granted on request, depending on the financial situation of the student or family breadwinner. Career performance is a merit scholarship that is awarded through competition for professional and scientific performance, starting with the second year of studies.

Scientific performance scholarship is granted to students enrolled in public education programmes, through competition, starting with the second year of study, if during the previous year they have achieved outstanding scientific results scoring a maximum 10.00 partial average in all mandatory and optional subjects provided by the academic curricula, regardless of the income of parents or legal supporters.

Campus

The University of Agricultural Sciences and Veterinary Medicine provides accommodation to all students, since university campus is just a few steps away from the four

faculties. Our university has four modern residential halls connected to the Internet, cable TV, equipped with cooking facilities and washing machines. The number of accommodation places available is approximately 1,500. Inside the campus there are health care facilities for students. Students can eat at the cafeteria-restaurant located near the University campus and famous for the products it offers. It was refurbished and modernized in 2008, and it covers an area of approximately 800 square meters having a capacity of 350 seats. Our university's cafeteria - restaurant has implemented and certified quality systems according to the SR EN ISO 22000:2005 (HACCP) for catering.

For sports oriented staff and students, there is a complex consisting of 2 halls and 3 sports fields, to which we also add two football fields, a mini soccer field, two artificial tennis court yard a racing track, a floodlighting system, and even a rugby field and sauna.

In short, one can say that the young people studying at the University of Agricultural Sciences and Veterinary Medicine have an entire "mini-town" at their disposal.



Iasi, documentary attested in **1408**, is one of the oldest Romanian cities, almost destined to be cradle and landmark of the Romanian people. Iasi was the capital of medieval Moldova.

Iasi was the capital of the World War I unoccupied Romania.

Iasi is one of the cities that have felt the thrill of big changes generated by the Romanian revolutions, in 1848, and December 1989.

Iasi is the city of cultural vocation that linked the destinies of two geniused of our literature, Mihai Eminescu, Ion Creanga. Fathers of language and forgers of faith like Varlaam, Dosoftei, Grigore Ureche, Miron Costin, Nicolae Milescu - Spatarul, or the illuministic and encyclopaedic spirit of the Berlin Academy member Dimitrie Cantemir have sprang from the magical sap of this blessed place. To say nothing of other illustrious scholars, such as

George Asachi, A. D. Xenopol, Alexandru Philippide the philosopher Vasile Conta, Emil Racovita - the world-famous naturalist, the founder of bio-speleology, North Pole expeditionist and the first Romanian scientist ever to explore the South Pole. From left Iasi the 1974 Nobel laureate in physiology and medicine, George Emil Palade, and there are many others who fill the Pantheon of the Romanian people.

Iasi is a promoter of new values. Iasi prides itself with the first clock installed in the Romanian, in 1638. The first great synagogue founded in 1671. The first Romanian Philosophical paper published in 1698 and written by Dimitrie Cantemir, a scholar of European renown.

The first theatrical performance within our cultural space was also released in Iasi, in 1816. 1876 is the birth year of the first Jewish theatre in the world, "The Green Tree", founded by Abraham Goldfaden. Iasi has the

oldest and most beautiful theatre in Romania. Its backcloth, unique in Europe, impresses with grandeur and beauty. Iasi is the city of music and the Moldova National Opera House and Concert Hall testify this.

The first medical publication in Romania, a surgical magazine was also printed in Iasi, in 1887.

Iasi boasts one of the largest and oldest libraries in the country, the Central University Library "Mihai Eminescu" which houses over three million invaluable volumes. Churches, monuments, and the Metropolitan Palace, complete the spiritual and cultural wealth of the city. Iasi, the spiritual and cultural treasure, has received many nicknames over the time, which may constitute additional arguments and provide sufficient answers to the question 'Why choose Iasi?'

The artistic treasures of this unique town made the Academician Razvan

Why choose Iasi?

Theodorescu, art historian of European reputation, name it the "Florence of Romania", whereas the bustling university life of the seven-hilled town accounts for its other nickname, the "Romanian Heidelberg". It is not without reason that Iasi is called and known as the "cultural capital of Moldavia". It is also called "the most easterly of the cultural capitals". Many know Iasi as the town

of love. Spirits like Horia Zilieru, the poet, feel Iasi as a spiritus loci, a land where "the gods left the fires burning". The scholar and historian Nicolae Iorga said: "He who has never been here can not come to understand the pages of the most beautiful chronicles, can not rightfully sense the spirit of our past that lives more vividly and richly than anywhere else.



**UNIVERSITATEA DE ȘTIINȚE AGRICOLE ȘI MEDICINĂ VETERINARĂ
„ION IONESCU DE LA BRAD” DIN IAȘI**

University of Applied Life Sciences and Environment



RAPORT DE AUTOEVALUARE



**IASI,
OCTOMBRIE 2012**



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1. INTRODUCERE

Activitatea de evaluare instituțională a Universității de Științe Agricole și Medicină Veterinară “Ion Ionescu de la Brad” din Iași, realizată de Asociația Universităților Europene (EUA), se desfășoară în contextul reformelor care au loc în sistemul de învățământ românesc și european, respectiv în conformitate cu procesul Bologna și cu Legea Educației naționale nr. 1/2011. Legislația din România impune ca procesul național de clasificare a universităților să fie urmat de o evaluare instituțională externă, activitate care să fie realizată de către o structură internațională specializată și acreditată în acest scop. În vederea desfășurării acestui proces de evaluare, MECS prin Unitatea Executivă pentru Finanțarea Invățământului Superior, Cercetării, Dezvoltării și Inovării (UEFISCDI) a selectat Asociația Universităților Europene (EUA) pentru a realiza această activitate.

Reprezentanții Universității de Științe Agricole și Medicină Veterinară din Iași au răspuns invitației trimise de către Unitatea Executivă pentru Finanțarea Invățământului Superior, Cercetării, Dezvoltării și Inovării (UEFISCDI) și au participat la întâlnirea cu reprezentanții Asociației Universităților Europene (EUA), organizată la București în data de 10 ianuarie 2012. De asemenea, au participat și la întâlnirea organizată în data de 25 mai 2012, la UMF București unde s-a desfășurat un training de familiarizare cu metodologia specifică de autoevaluare în învățământul superior.

Ulterior, Rectorul universității a semnat un Memorandum și o Fișă de înregistrare și a desemnat persoanele de contact pentru legătura cu secretariatul Programului de Evaluare Instituțională (IEA).

În data de 24.06.2012 a fost informat Senatul universității cu privire la procesul internațional de evaluare instituțională precum și cu privire la cerințele prezentate în *Programul de Evaluare Instituțională (IEP) – Performanță în cercetare, Performanță în predare – Calitate, Diversitate și Inovare în Universitățile Românești* – Ghidul pentru instituții, Mai, 2012.

Pentru a asigura o coerență a activității de autoevaluare, în Consiliul de Administrație din data de 28.05.2012 a fost desemnat un grup de lucru care să coordoneze întregul proces și să redacteze un raport specific în conformitate cu liniile directoare ale Programului de Evaluare Instituțională (IEP).

Echipa desemnată de Consiliul de Administrație are următoarea componență:

- Profesor dr. Constantin LEONTE – Prorector cu activitatea de cercetare, inovare și dezvoltare tehnologică (cleonte@uaiasi.ro)
- Prof. dr. Ioan ȚENU – Prorector cu activitatea educațională (itenu@uaiasi.ro)
- Prof. dr. Paul Corneliu BOIȘTEANU - Prorector cu activitatea de dezvoltare instituțională (paulb@uaiasi.ro)
- Profesor dr. Daniel BUCUR – Director Departament de asigurarea calității (dbucur@uaiasi.ro)
- Ing. Adrian Doru NEAGU – Director general administrativ (dga@uaiasi.ro)
- Profesor dr. Radu ROȘCA – Director Departament de Cercetare (rrosca@uaiasi.ro)
- Conf. dr. Costel SAMUIL Prodecan cu activitatea de cercetarea la Facultatea de Agricultură (csamuil@uaiasi.ro)
- Profesor dr. Liliana ROTARU – Prodecan cu activitatea de cercetarea la Facultatea de Horticultură (lirotaru@uaiasi.ro)
- Prof. dr. Constantin PASCAL - Prodecan cu activitatea de cercetarea la Facultatea de Zootehnie (pascal61@yahoo.com)
- Profesor dr. Gheorghe SOLCAN - Prodecan cu activitatea de cercetare la Facultatea de Medicină Veterinară (gsolcan@uaiasi.ro)
- Roxana Ioana BACIU – studentă (ionika_baciu@yahoo.com)
- Nadia AIOANEI – student doctorand (nadiamirela@yahoo.com)

S-a considerat că grupul de lucru cuprinde cadre didactice cu funcții de răspundere de la toate facultățile și, în consecință, este în măsură să aprecieze punctele tari, punctele slabe, oportunitățile și amenințările de la fiecare facultate în parte, astfel, ca după analizarea lor să poată propune conducerii universității cele mai potrivite soluții pentru o viitoare strategie de dezvoltare. Raportul de autoevaluare întocmit în perioada mai 2012 – octombrie 2012 de echipa desemnată, reflectă rezultatul activității desfășurate în cadrul universității de către echipa managerială a instituției. Datele prezentate în raport au fost



colectate în colaborare și cu sprijinul tuturor structurilor universității, facultăților, departamentelor academice, secretariatelor, departamentelor și serviciilor administrative. Analiza datelor s-a făcut de către echipa de autoevaluare prin organizarea de întâlniri de consultare și informare pe diferite tematici la nivel de departamente, facultăți și structuri administrative.

De asemenea, astfel de întâlniri au fost organizate și cu studenții la nivel de an de studii, cu masteranzii, la nivel de domeniu de studii precum și cu doctoranzii, la nivel de școală doctorală. Activitatea echipei de autoevaluare a fost prezentată, pe fiecare etapă de lucru în ședințele Consiliului de Administrație, precum și ale Senatului universității, subliniindu-se rolul echipei și importanța deosebită a procesului de autoevaluare pentru cunoașterea situației reale din universitate și, mai ales, pentru a se asigura posibilitatea de a putea ajunge în posesia tuturor datelor de care a fost nevoie. Conducerea administrativă a asigurat cadrul organizatoric pentru ca echipa de întocmire a raportului de autoevaluare să primească sprijinul necesar de la toate facultățile, departamentele academice și serviciile administrative în etapa de preluare a datelor și de analiză a acestora.

2. CONTEXTUL CONSTITUȚIONAL

2.1. Scurtă incursiune istorică

Începuturile învățământului agricol ieșean se regăsesc în prima jumătate a secolului al XIX – lea. În perioada respectivă, între anii 1842 -1848, primul mare agronom român, Ion Ionescu de la Brad, al cărui nume îl poartă astăzi Universitatea de Științe Agricole și Medicină Veterinară din Iași, prezintă primele cursuri de agricultură la Academia Mihăileană din capitala Moldovei.

Pe data de 02.05.1905, ca urmare a demersurilor unui grup de profesori entuziaști, Senatul Universității din Iași votează în unanimitate înființarea catedrei de Chimie agricolă și Chimie tehnologică în cadrul Facultății de Științe. Ulterior, această inițiativă este aprobată de către Ministerul Cultelor și Instrucțiunii Publice.

În anul 1912, prin Legea Învățământului Superior, publicată în Monitorul Oficial din luna Martie, se stabilește înființarea Secției de Științe Agricole în cadrul Facultății de Științe a Universității din Iași. Mai târziu, în anul 1926, Directorul Agriculturii din Basarabia, Profesorul Agricol Cardaș, înaintează un memoriu Ministerului Instrucțiunii Publice prin care solicită transferul Secției de Științe Agricole la Chișinău, capitala unei regiuni cu un important potențial agricol. În perioada 1933 – 1940, la Chișinău, funcționează Facultatea de Științe Agricole a cărei bază materială era constituită din imobile, ferme, podgorii și pepiniere, inclusiv câmpurile experimentale de la Ezăreni, Adamachi și punctul zootehnic Copou, aflate în județul Iași.

În urma evenimentelor politice din iunie 1940, România pierde Basarabia, iar Facultatea de Științe Agricole se desființează. Personalul didactic și o parte din bunurile materiale se transferă la Iași unde, prin Legea 922 din 17 octombrie 1941, se reînființează Facultatea de Agronomie.

În anul 1948, prin decizia Ministerului Învățământului nr.26237, publicată în Monitorul Oficial din 24 octombrie se înființează Institutul Agronomic Iași cu Facultatea de Agrotehnică .

Din anul 1951, prin Hotărârea Consiliului de Miniștri nr 1056 din 02 octombrie, Institutului Agronomic din Iași își diversifică oferta educațională prin înființarea a două facultăți noi și anume, Facultatea de Horticultură, a doua din țară, după cea de la București și Facultatea de Zootehnie, a treia după cele din București și Arad.

În anul 1961 se înființează Facultatea de Medicină Veterinară care, pentru perioada respectivă, avea o bază materială ultramodernă și în cadrul căreia își desfășurau activitatea personalități marcante ale învățământului superior veterinar din România.

Sub aceasta formă de organizare, cu patru facultăți distincte, instituția funcționează până în anul 1985. În perioada 1986 - 1990, condițiile economice și politice din România au impus revenirea la o singură facultate, Agronomie, cu patru secții: Agricultură, Horticultură, Zootehnie și Medicină veterinară.

În anul 1990, activitatea în Institutul Agronomic se reorganizează și se reînființează cele patru facultăți (Agricultură, Horticultură, Zootehnie și Medicină Veterinară) care, cu o ofertă educațională îmbunătățită conform cerințelor pieții muncii, funcționează și în prezent.



După anul 1990 instituția își extinde oferta educațională prin înființarea unor specializări noi în conformitate cu cerințele pieței muncii.

Din anul 1999, s-a început reformarea universităților românești cu scopul declarat de integrare în Spațiul European al Învățământului Superior. Și în Universitatea de Științe Agricole și Medicină Veterinară din Iași s-a constatat necesitatea introducerii diverselor modele de evaluare pentru îmbunătățirea calității și a managementului instituțional. Începând din anul 2000 s-au purtat discuții pentru introducerea creditelor transferabile (ECTS), în acest sens organizându-se întâlniri periodice ale conducătorilor tuturor universităților de profil din țara pentru corelarea curriculei universitare.

Începând cu anul 2001, denumirea oficială a instituției de învățământ devine Universitatea de Științe Agricole și Medicină Veterinară „Ion Ionescu de la Brad” din Iași.

Activitatea de evaluare în vederea acreditării s-a făcut pentru fiecare dintre facultățile existente precum și pentru programele de studii care s-au înființat ulterior la fiecare dintre facultăți.

În perioada 29 – 31.05.2007, universitatea a primit vizita Comisiei pentru evaluarea instituțională în vederea evaluării externe a calității educației, din cadrul Agenției Române de Asigurare a Calității în Învățământul Superior (ARACIS – Membru al Asociației Europene pentru Asigurarea Calității în Învățământul Superior).

După evaluare, ARACIS a publicat Raportul privind evaluarea externă a calității academice prin care se acordă universității calificativul de: Universitate cu grad de încredere ridicat (cel mai înalt calificativ ce poate fi acordat unei universități din România) și se eliberează în acest sens Certificatul nr. 5/2008 din 20.07.2007 (Appendix 7)

În anul 2007, USAMV Iași a decis să-și îmbunătățească sistemul de management intern în conformitate cu standardele internaționale. Astfel în anul 2008, introducerea cerințelor standardului EN ISO 9001:2008 și ISO 22000/HACCP privind serviciile administrative, patrimoniale, financiar – contabile, resurse umane, sociale și de secretariat necesare susținerii procesului educațional și științific din Universitate, a fost certificată de către TUV Austria CERT și recertificată în anul 2011 (Appendix 7).

Tot în anul 2011, Universitatea de Științe Agricole și Medicina Veterinara “Ion Ionescu de la Brad” din Iași a fost înscrisă în procesul de evaluare națională, activitate coordonată de către Ministerul Educației, Cercetării, Tineretului și Sportului. Prin ordinul nr. 5262 din 5 septembrie 2011, publicat în Monitorul Oficial nr. 637 din 6 septembrie 2011, Ministrul Educației, Cercetării, Tineretului și Sportului clasifica universitatea noastră în categoria Universitate de educație și cercetare științifică, alături de alte 21 de universități din țară, situându-se între acestea pe poziția a 9 - a (Appendix 6).

În prezent, universitatea funcționează cu 13 specializări de licență din care patru și în forma de învățământ la distanță (ID) un departament de pregătire pedagogică (DPPD), 16 specializări de masterat și 4 domenii de doctorat.

Considerăm că actuala evaluare EUA va fi esențială pentru viitoarea strategie a universității în parcursul ei spre universitate de cercetare avansată și educație.

2.2. Statutul legal și autonomia

Universitatea de Științe Agricole și Medicină Veterinară “Ion Ionescu de la Brad” din Iași este o instituție publică de învățământ superior, înscrisă în Sistemul Național Român de Învățământ Superior. Universitatea este organizată pe patru facultăți după cum urmează: Facultatea de Agricultură, Facultatea de Horticultură, Facultatea de Zootehnie, Facultatea de Medicină veterinară. În conformitate cu autonomia universitară fiecare facultate este organizată pe departamente în vederea rezolvării punctuale a tuturor problemelor didactice și de cercetare care pot să apară pe parcursul anului de învățământ.

2.3. Poziția geografică și localizarea

Universitatea de Științe Agricole și Medicină Veterinară “Ion Ionescu de la Brad” este situată în orașul Iași, o metropolă cu suprafața de 96 kilometri pătrați, întinsă, ca și orașul Roma, pe șapte coline în partea de Nord – Est a României. Atestat documentar din anul 1387, orașul Iași, al treilea ca mărime între orașele din România, a fost, până în anul 1859, când a avut loc unirea Principatelor Române, capitala Moldovei. În anul



1860, în Iași, a fost înființată prima universitate modernă din țară, cunoscută astăzi sub numele de Universitatea "Alexandru Ioan Cuza", a cărei clădire principală a fost construită între anii 1893- 1897.

Din punct de vedere geografic, orașul Iași se află la 394 km de București, 431 km de Cluj Napoca și la 144 km de Chișinău, capitala Republicii Moldova.

În prezent, în limitele orașului trăiesc peste 350 mii de locuitori iar în zona metropolitană, peste 400 de mii. Fiind un puternic centru universitar, în orașul Iași funcționează cinci universități publice și cinci universități particulare care, pe timpul anului universitar aduc în oraș peste 80000 de studenți.

Campusul principal al Universității de Științe Agricole și Medicină Veterinară "Ion Ionescu de la Brad" din Iași este situat pe Dealul Copou, în partea de nord a orașului pe o suprafață de 15 ha. În interiorul campusului, în clădirea principală, se găsesc Facultățile de Agricultură și Horticultură, iar în a doua clădire, își desfășoară activitatea Facultățile de Zootehnie și Medicină Veterinară. O clădire aflată în construcție este dedicată domeniului de Industrie alimentară.

Pentru cazarea studenților, universitatea dispune de patru cămine cu un număr de 1550 locuri. Deoarece capacitatea actuală de cazare nu satisface cerințele studenților, universitatea are în construcție, în faza finală, un nou cămin cu 300 locuri.

Pentru activitatea de practică de profil, instituția dispune de o Stațiune didactică cu trei ferme de producție și cercetare și anume: ferma Ezăreni cu suprafața de 122 ha, unde își desfășoară activitatea practică studenții facultății de Agricultură; ferma Adamachi, cu suprafața de 49 ha, destinată pentru practica studenților de la Horticultură și ferma Reditu cu suprafața de 58 ha pentru practica studenților de la specializările de zootehnie și medicină veterinară. De asemenea, tot în scopul instruirii studenților universitatea dispune de trei centre de practică, unul la Plaiul Șarului (capacitate de 66 locuri), Frasin în județul Suceava, pentru studenții facultăților de Zootehnie, Medicină veterinară și Agricultură și unul la Făcăeni, jud. Ialomița (capacitate de 60 locuri), pentru studenții facultății de Agricultură.

În ceea ce privește suprafața de teren aflată în posesia universității aceasta este de 11571 ha repartizată astfel: 10.190 ha jud. Ialomița, 770 ha jud. Vaslui, 211 ha jud. Iași, 400 ha jud. Botoșani.

Marea majoritate a studenților care studiază la Universitatea de Științe Agricole și Medicină Veterinară "Ion Ionescu de la Brad" din Iași, provin din toate județele Moldovei, cu preponderență din județele Iași, Botoșani și Vaslui.

2.4. Situația pieței de muncă regionale și naționale

Dacă până în anul 1990 piața forței de muncă pentru absolvenții universității era una sigură și stabilă, aceasta s-a schimbat semnificativ după anii 90, fiind puternic afectată de transformările radicale care au avut loc în agricultură, prin schimbarea formei de proprietate a pământului. Desființarea unităților cooperativizate și a Întreprinderilor Agricole de Stat, ca urmare a retrocedării terenurilor în favoarea foștilor proprietari, a condus la fărâmițarea terenurilor în parcele foarte mici, multe sub 0,5 ha, și astfel, absolvenții din agricultură nu au mai găsit ușor locuri de muncă. Din acest motiv, o buna perioadă de timp, universitatea nu a avut studenți pe măsura capacității de școlarizare. În timp, situația s-a remediat în măsura în care s-a înțeles rolul agriculturii în redresarea economiei românești. În momentul actual se întrevide o schimbare a mentalității celor care lucrează în agricultură în sensul ca s-a înțeles faptul că o agricultură performantă nu poate fi făcută decât de către specialiști. Astfel, absolvenții facultăților din universitate au posibilitatea de a găsi locuri de muncă, atât în specialitatea în care s-au pregătit cât și în specialități conexe.

2.5. Studenți, structură, personal

Universitatea de Științe Agricole și Medicină Veterinară "Ion Ionescu de la Brad" din Iași a implementat sistemul Bologna începând cu anul universitar 2005 - 2006 și, astfel, funcționează cu trei cicluri de studii universitare și anume:

- Ciclu I - Licență - 13 specializări cu 180; 240 și respectiv 360 de credite (3 ani; 4 ani; 6 ani).
- Ciclu II - Master - 16 programe de studii cu 120 credite (2 ani).
- Ciclu III - Doctorat - 4 domenii cu 36 specializări din care 25 de 3 ani și 11 de 4 ani.

Studiile doctorale și postdoctorale se desfășoară în cadrul a două școli doctorale pe domeniile Agronomie, Horticultură, Zootehnie, respectiv Medicină Veterinară.



Fiind o universitate de educație și cercetare științifică, activitățile pentru masterat, doctorat precum și studiile postdoctorale se desfășoară în Centrele de cercetare, organizate pe lângă facultăți, în laboratoarele de cercetare acreditate RENAR sau în curs de acreditare, și laboratoare din cadrul Institutului de Cercetare pentru Agricultură și Mediu.

Structura universității este organizată pentru a asigura desfășurarea activităților pentru studii universitare de licență (BSc), pentru studii de masterat (MS), studii de doctorat și postuniversitare (postdoctorale). În ceea ce privește infrastructura universității, aceasta este în curs de modernizare și reînnoire. În ultimii ani s-au dotat laboratoarele la nivelul cerințelor tehnologiei actuale, s-au modernizat clădirile, s-a construit o nouă bibliotecă și există în curs de construcție o clădire nouă pentru extinderea spațiilor de învățământ și un cămin studentesc.

Universitatea de Științe Agricole și Medicină Veterinară din Iași este structurată pe patru facultăți: Agricultură, Horticultură, Zootehnie și Medicină Veterinară. Referitor la numărul de studenți, la nivelul anului universitar 2011/2012, situația se prezintă astfel: licență – cu frecvență – 3595; licență învățământ la distanță - 582; masterat – 694; doctorat – 230; postdoctorat - 50 (Appendix 11).

În ceea ce privește numărul de personal încadrat în USAMV Iași pentru anul universitar 2012 – 2013, acesta este de 445, care include 174 cadre didactice, 271 personal didactic auxiliar și administrativ.

Personalul academic este format din 36 de profesori, 28 de conferențieri, 58 de lectori și 34 de asistenți. Numărul posturilor didactice este mult mai mare, gradul de ocupare, fiind doar de 60 %. Din totalul de 263 de posturi doar 157 sunt ocupate iar 106 sunt vacante (Appendix 12).

3. NORME, VALORI, MISIUNE ȘI OBIECTIVE

3.1. Conducere și management

USAMV Iași este o instituție de învățământ superior de stat, cu caracter deschis, autonomă, cu personalitate juridică, consolidată în cei 100 de ani de existență ca o entitate europeană a sistemului de învățământ românesc, în continuă dezvoltare și modernizare, care funcționează în conformitate cu prevederile Constituției României, legislației din domeniul învățământului și Cartei universitare (Appendix 1).

Viziunea USAMV Iași este de a fi lider național în învățământul și cercetarea științifică din domeniile ingineria resurselor vegetale și animale, inginerie și management, ingineria mediului și medicină veterinară și de a fi o universitate de prestigiu din Europa.

Misiunea asumată de USAMV din Iași este pentru **educație și cercetare științifică prin programe de studii performante**, la toate ciclurile pregătirii universitare și postuniversitare, pentru a răspunde exigențelor unei societăți aflate în dezvoltare. Astfel, USAMV Iași urmărește generarea de cunoaștere prin cercetare, dezvoltare, inovare și transfer tehnologic, formarea profesională de nivel superior, atragerea în activitatea universitară a celor mai buni specialiști și a tinerilor care dispun de un ridicat potențial de pregătire profesională și științifică.

USAMV din Iași folosește pe deplin conceptul de autonomie universitară și, în conformitate cu prevederile Legii educației naționale nr.1/2011, a elaborat o nouă Cartă universitară, care a fost aprobată în ședința Senatului Universității de Științe Agricole și Medicină Veterinară “Ion Ionescu de la Brad” din Iași din data de 27.07.2011, avizată de MECS prin adresa nr. 50224 din 06.09.2011. În Cartă sunt prezentate pe larg aspecte privind misiunea și strategia de dezvoltare, obiectivele universității, precum și reglementările din fiecare compartiment de management.

În conformitate cu Carta universitară, misiunea asumată de USAMV din Iași se bazează pe următoarele:

- formarea de specialiști cu o bună pregătire profesională în domeniile de competență, capabili de a utiliza cunoștințele științifice, tehnice și cultural-umaniste valoroase, de a contribui la progresul tehnologic, economic și social-cultural al societății naționale și europene;
- formarea de competențe generale, de specialitate și transversale, compatibile cu stadiul de dezvoltare al societății;
- o înaltă calitate a procesului educațional;
- realizarea de specializări prin studii universitare de masterat, doctorat și postdoctorat, conforme cu standardele recunoscute pe plan național și internațional;



- obținerea și implementarea rezultatelor performante în cercetarea științifică și expertiza de profil, la nivelul standardelor naționale și internaționale;
- integrarea centrelor/laboratoarelor de cercetare în rețelele naționale și internaționale de excelență și realizarea de cercetări fundamentale și aplicative generatoare de valoare adăugată;
- climat adecvat pentru dezvoltarea personală a membrilor comunității universitare;
- bază logistică profesională și performantă pentru educația continuă și pregătirea specialiștilor din domeniile de competență;
- promovarea parteneriatelor la nivel național și internațional;
- dezvoltarea relațiilor cu absolvenții și mediul socio-economic;
- transparența managementului instituțional;
- consolidarea spiritului de comunitate universitară.
- În realizarea misiunii asumate, USAMV din Iași promovează excelența și acționează pentru îndeplinirea următoarelor obiective:
- dezvoltarea domeniilor și a specializărilor, corespunzător bazei tehnico-materiale și nivelului de absorbție a pieței forței de muncă;
- modernizarea continuă a bazei tehnico-materiale, precum și a procesului de învățământ, prin perfecționarea curriculum-ului universitar;
- implementarea managementului universitar, bazat pe cerințele moderne de calitate și de finanțare globală, de eficiență, eficientizare și responsabilizare a actului managerial;
- creșterea calității procesului de învățământ și a cercetării/expertizei științifice, prin asigurarea condițiilor necesare: spații de învățământ corespunzătoare, informatizare, biblioteci, laboratoare de cercetare/expertiză etc. și utilizarea sistemului concurențial pentru obținerea unor programe de cercetare la nivel național sau internațional;
- conservarea, dezvoltarea, aplicarea și diseminarea creației științifice în domeniile de expertiză ale universității;
- perfecționarea activității didactico-metodice a specialiștilor care sunt cadre didactice în învățământul preuniversitar;
- crearea și dezvoltarea structurilor de cercetare specifice unui învățământ superior performant;
- dezvoltarea continuă a activităților de cercetare și creșterea performanțelor prin valorificarea experienței universităților și centrelor de cercetare de referință din țară și străinătate;
- utilizarea criteriilor de competență didactică și științifică în procesul de evaluare și promovare a cadrelor didactice, cu respectarea principiilor de moralitate și de etică profesională;
- participarea la programe didactice și de cercetare internaționale prin convenții bilaterale cu universități de prestigiu din Europa și de pe alte continente;
- dezvoltarea și susținerea activităților de cooperare internă și internațională;
- modernizarea serviciilor oferite studenților în susținerea procesului de învățământ;
- extinderea și modernizarea Campusului universitar;
- apărarea cadrului democratic, întemeiat pe respectarea autonomiei universitare, drepturilor și libertăților fundamentale ale individului, corespunzătoare unui stat de drept;
- protejarea patrimoniului și dezvoltarea infrastructurii universității.

În exercitarea actului de management, USAMV din Iași ține cont de provocările externe majore, care sunt identificate, la nivel european, prin: tranziția la societatea bazată pe cunoaștere; globalizarea pieței forței de muncă înalt calificate; implementarea Procesului Bologna și crearea Spațiului European al Învățământului Superior (EHEA), respectiv a Spațiului European al Cercetării Științifice (ERA). În plan regional și național se au în vedere: declinul demografic și îmbătrânirea personalului universitar; creșterea accesului tineretului la educația superioară; adoptarea unui cadru legislativ reformat și a unei strategii post-aderare pentru sistemul național de învățământ superior; dezvoltarea pieței concurențiale de servicii academice.

Consecventă misiunii și obiectivelor sale strategice, USAMV din Iași vizează o abordare proactivă, de deschidere și anticipare față de schimbările induse de aceste provocări externe în managementul său instituțional. Implementarea unor astfel de schimbări s-a concretizat prin elaborarea unui Plan strategic de dezvoltare solid pentru perioada 2012 - 2016 și prin promovarea unei culturi interne a calității, cum ar fi:



- alinierea la standardele europene ENQA și aplicarea principiului îmbunătățirii continue a procedurilor asigurării și controlului calității proceselor de învățământ și de cercetare științifică;
- fundamentarea deciziilor și a planurilor strategice și operaționale la nivel instituțional pe rezultatele și retroacțiunea proceselor de evaluare internă și externă a calității;
- dezvoltarea la nivel instituțional a serviciilor de educație continuă, de consiliere și orientare în carieră a studenților, de monitorizare a inserției socio-profesionale a absolvenților;
- definirea unei politici instituționale de recrutare și menținere a tinerelor cadre universitare;
- atingerea poziției la nivel național, ca universitate de **cercetare științifică avansată și educație prin programe de studii performante**;
- îmbunătățirea capacității de inovare a universității prin capitalizarea proprietății intelectuale;
- integrarea USAMV din Iași cu mediul socio-economic local și regional, prin implicarea agenților economici în conducerea (guvernarea) universității, în elaborarea noilor programe de studii, în angajarea studenților la stagii de practică și "internship", în acordarea unor burse de studii, în parteneriatul cu agenții economici de profil;
- extinderea la toate facultățile a ofertei educaționale în limba engleză;
- promovarea mobilității internaționale a studenților și a personalului academic și administrativ în baza parteneriatelor universitare dintre țările UE și a compatibilității internaționale a programelor de studii și a relevanței acestora pe piața muncii;
- cooperarea zonală transfrontalieră în cadrul unei rețele est-europene a universităților de științe ale vieții.

Planul strategic instituțional al USAMV din Iași (Appendix 2) are ca obiectiv principal pentru perioada de dezvoltare 2012-2016, ca universitatea să devină lider național în învățământul și cercetarea științifică din ingineria resurselor vegetale și animale, inginerie și management, ingineria mediului și medicină veterinară și de a fi printre cele mai bune universități europene în domeniu. Managementul instituțional pentru anul universitar 2012 – 2013 se desfășoară în conformitate cu Planul Operațional, ca parte integrantă a Planului Strategic (Appendix 2).

Consiliul de Administrație al USAMV Iași, acționează pentru reformarea managementului universitar în concordanță cu schimbările profunde ale societății actuale, marcate de efectele crizei economice mondiale și de scăderile substanțiale ale alocațiilor bugetare destinate educației și a propus pentru perioada 2012-2016 următoarele obiective fundamentale:

- dezvoltarea și promovarea unui mediu de cercetare, inovare și dezvoltare tehnologică competitiv, la nivel național și internațional, care să transforme USAMV Iași într-un pol de excelență axat pe generarea cunoașterii și transferului tehnologic, cu impact direct asupra creșterii performanței, calității activității didactice și serviciilor către comunitate;
- dezvoltarea și promovarea unui proces educațional formativ modern, centrat pe rezultatele învățării, care să asigure dobândirea de competențe profesionale solide;
- aplicarea principiilor de management orientat spre performanță și asigurare a calității în procesul de guvernare instituțională;
- cultivarea unui climat favorabil pentru dezvoltarea și motivarea resurselor umane către un mediu colegial bazat pe cooperare, încredere și respect;
- promovarea și dezvoltarea unui parteneriat real și activ între universitate și studenți pentru implementarea tuturor proceselor academice, în soluționarea problemelor sociale și crearea de oportunități pentru dezvoltarea personală și profesională a viitorilor specialiști, favorizând o integrare activă și responsabilă a acestora în societate;
- inițierea și promovarea de noi acorduri de parteneriat în relațiile academice regionale, europene și mondiale, cu scopul de a crește numărul de mobilități pentru cadre didactice și studenți și a promova rezultatele activităților de cercetare științifică;
- afirmarea fermă a rolului strategic al USAMV din Iași în dezvoltarea economică, socială, culturală, civică și morală în cadrul comunității locale, regionale și naționale;



- promovarea unui management universitar care să gestioneze în mod rațional, echilibrat și eficient problematica impusă de următoarele direcții majore: *conservarea și funcționalitatea patrimoniului actual și continuarea procesului investițional de dezvoltare a bazei materiale;*
- creșterea vizibilității și consolidarea identității USAMV din Iași printr-un proces transparent, permanent și convergent de comunicare publică spre societate, comunitatea academică națională și internațională, mediile de afaceri și politic-administrative.

Întreaga comunitate academică este conștientă de obligativitatea realizării colective a acestor obiective. De aceea, obiectivele specificate se constituie ca parametri de evaluare a fiecărui membru în funcție de contribuția adusă la îndeplinirea lor, alături de modul de respectare a valorilor de bază ale vieții academice, cum ar fi: *exelență* – promovată în toate domeniile de competență; *tradiție* – pentru valorile profesionale, științifice și culturale ale universității; *inovare* – în cercetare și educație, pentru o societate bazată pe cunoaștere; *responsabilitate* – pentru acțiunile individuale și cele în serviciul societății; *respect* – față de natură și diversitatea intelectuală și culturală a comunității academice.

Structura organizatorică a USAMV din Iași este stabilită prin Carta universității. În structura organizatorică a universității se disting: facultăți, departamente, institute/centre și laboratoare de cercetare, școli doctorale și postdoctorale, centru de formare continuă și de învățământ la distanță, stațiune didactică, baze de practică, clinici universitare veterinare, centru de pregătire și informare, unități de microproducție și prestări de servicii, centru de transfer de cunoștințe și tehnologie, bibliotecă etc.

În structura universității funcționează și serviciile tehnico-administrative pentru deservirea activității curente și a structurilor mai sus menționate. Structurile organizatorice ale Universității funcționează cu regulamente aprobate de Senatul universitar, în spiritul Cartei universitare, respectând principiul fundamentării deciziilor pe dialog, dezbateri și consultare. Structurile organizatorice ale universității pot fi modificate la cererea Consiliului de administrație, cu aprobarea Senatului.

Structurile de conducere ale USAMV din Iași sunt: la nivel de universitate, Senatul universitar, Consiliul de Administrație și Consiliul pentru studiile universitare de doctorat; la nivel de facultate, Consiliul facultății, la nivelul departamentului, Consiliul departamentului, la nivelul Școlii doctorale, Consiliul Școlii doctorale.

Funcțiile de conducere în USAMV din Iași sunt următoarele: rector, prorectori, director CSUD, director general administrativ la nivel de universitate, decani și prodecani la nivel de facultate, directorul de departament la nivelul departamentului, director de școală doctorală la nivelul Școlilor doctorale și directorul Stațiunii didactice.

Competențele decizionale specifice pentru organismele de conducere ale Universității sunt stabilite prin Carta universitară. Atribuțiile și raporturile dintre aceste structuri sunt precizate prin regulamente, care sunt aprobate de Senat și fac parte integrantă din Carta universității.

Politica de resurse umane. La USAMV din Iași politicile de resurse umane academice și administrative sunt separate. Astfel, posturile didactice și de cercetare pe perioadă nedeterminată/determinată vacante se ocupă numai prin concurs, organizat conform Legii 1/2011, HG 457 din 4 mai 2011, Cartei universității și Hotărârilor Senatului. Concursul are caracter public și deschis, și se derulează în conformitate cu *Procedura de organizare și desfășurare a concursurilor pentru ocuparea posturilor didactice*. Înființarea de posturi didactice se face în funcție de curriculum-ul universitar și criteriile de normare stabilite de Senat, cu respectarea dispozițiilor legale și încadrarea în resursele financiare disponibile. Înființarea de posturi de cercetare se face în funcție de necesitățile departamentelor, laboratoarelor, centrelor sau institutelor de cercetare din cadrul universității, în baza tematicii și a infrastructurii de cercetare, cu respectarea dispozițiilor legale și încadrarea în resursele financiare disponibile.

Scoaterea la concurs a posturilor didactice /cercetare vacante, pe perioadă nedeterminată, se face în primele 35 de zile calendaristice de la începutul fiecărui semestru, funcție de strategia universității, în baza hotărârilor Senatului.

Toate concursurile de angajare, respectiv de promovare a personalului didactic sunt validate intern prin votul Senatului, cu auditare periodică de către MECTS prin CNATDCU. Prin această validare externă se urmărește îndeplinirea unor standarde de performanță stabilite la nivel național. Odată dobândite titlurile academice și pozițiile titulare din statul de funcțiuni al departamentelor, ele nu pot fi pierdute decât prin



încălări ale legislației care reglementează în mod firesc asemenea situații. Pensionarea personalului este, de asemenea, reglementată național.

Ca o concluzie referitoare la politica de personal academic din USAMV Iași se apreciază că aceasta se bazează pe următoarele principii: este complet autonomă și în conformitate cu Carta USAMV; respectă standardele naționale minimale; nu are restricții de vârstă, sex, apartenență religioasă, etnie etc; este deschisă și transparentă; respectă strategia de dezvoltare a USAMV; este corelată cu activitatea de evaluare a personalului academic.

Personalul administrativ este dimensionat în funcție de domeniile de activitate specifice, dar și în funcție de numărul de studenți aferenți facultăților, centrelor sau departamentelor pe care le servesc. Angajarea personalului administrativ este realizată pe bază de concurs. Activitatea este apreciată și evaluată periodic și are ca principal criteriu competența profesională. Concursul este public, deschis și transparent, în conformitate cu reglementările legale privind activitatea personalului administrativ din instituțiile bugetare.

Un sprijin în politica de personal este Departamentul pentru Pregătirea Personalului Didactic (DPPD), care face parte din structura USAMV și are drept misiune perfecționarea și pregătirea continuă a cadrelor didactice. Departamentul acordă sprijin pentru pregătirea cadrelor didactice tinere și asigură modulul pedagogic facultativ pentru studenții ce doresc să îmbrățișeze o carieră didactică.

USAMV din Iași a stabilit o strategie proprie de evaluare internă a calității resursei umane, bine definită în conformitate cu standardele naționale și care se bazează pe obiectivele formulate în Legea educației naționale 1/2011. În funcție de contextul național și internațional, Universitatea a stabilit propriile standarde de calitate și dezvoltă strategii adecvate. Astfel, fiecare cadru didactic din universitate este evaluat anual în funcție de performanțele obținute în activitatea didactică și științifică. Strategia de evaluare a calității cadrelor didactice include: autoevaluarea, evaluarea colegială, evaluarea managerială și evaluarea de către studenți. Responsabilitatea implementării sistemului de asigurare a calității resursei umane revine Consiliului de Administrație și Departamentului de Asigurare a Calității (DAC), ca departament executiv care se regăsește la toate nivelurile structurilor universității. Pentru a asigura un cadru obiectiv privind evaluarea, s-au emis standarde de calitate specifice pentru cadrele didactice, cercetători postdoctoranzi, personal didactic auxiliar și personal administrativ. Pe baza rezultatelor obținute din evaluarea resursei umane se ajustează politica și strategia de creștere a performanțelor și de îmbunătățire a sistemului de asigurare a calității.

3.2. Profilul academic

Universitatea de Științe Agricole și Medicină Veterinară din Iași este o comunitate de sine stătătoare, ai cărei membri își desfășoară activitatea în deplină autonomie și libertate academică, în spațiul universitar, având un patrimoniu propriu. Organizarea și funcționarea universității se bazează pe următoarele: principiul autonomiei universitare; principiul libertății academice; răspunderii publice; asigurării calității; echității; eticii și deontologiei profesionale, eficienței manageriale și financiare; transparenței managementului instituțional; respectării drepturilor și libertăților studenților și ale personalului academic; independenței de ideologii, religii și doctrine politice; libertății de mobilitate națională și internațională a studenților, a cadrelor didactice și a cercetătorilor; consultării partenerilor sociali în luarea deciziilor; centrării educației pe student; sprijinirii învățării de-a lungul întregii vieți.

Universitatea aderă la principiile cuprinse în *Magna Charta Universitatum* (Bologna, 1988), potrivit cărora: viitorul umanității depinde de dezvoltarea științifică, tehnică și culturală care se realizează în centrele de cercetare științifică, de cunoaștere, de cultură, de creație artistică și de performanță sportivă din universități; rolul difuzării cunoștințelor, pe care universitatea trebuie să și-l asume față de generațiile noi, implică necesitatea ca aceasta să se adreseze ansamblului societății, al cărei viitor social, economic și cultural cere un efort considerabil de formare permanentă; universitatea trebuie să asigure generațiilor viitoare o educație bazată pe respectul valorilor fundamentale ale umanității.

La USAMV din Iași studiile universitare sunt organizate în conformitate cu legislația din România, pe trei cicluri: licență, master și doctorat. Structura anilor de studii este concepută în baza orientărilor "Procesului Bologna", începând din anul universitar 2005/2006, în conformitate cu Legea 288/2004.

Specializările de licență existente aparțin unui număr de opt domenii: Agronomie, Inginerie economică și management, Ingineria produselor alimentare, Biologie, Horticultură, Ingineria mediului, Zootehnie și



Medicină veterinară, structurate pe cele patru facultăți după cum urmează:

- Facultatea de Agricultură, învățământ de zi, durata studiilor de licență 3-4 ani (180 – 240 credite): domeniul Agronomie, cu specializările Agricultură și Montanologie (4 ani); domeniul Inginerie și management, specializarea Inginerie economică în agricultură (4 ani); domeniul Ingineria produselor alimentare, specializarea Tehnologia prelucrării produselor agricole (4 ani); domeniul Biologie, specializarea Biologie (3 ani).
- Facultatea de Horticultură, învățământ de zi, cu durata studiilor de licență 4 ani (240 credite): domeniul Horticultură, specializările Horticultură și Peisagistică; domeniul Ingineria mediului, specializarea Ingineria mediului.
- Facultatea de Zootehnie, învățământ de zi, cu durata studiilor de licență 4 ani (240 credite): domeniul Zootehnie, specializările Zootehnie, Piscicultură și acvacultură; domeniul Inginerie și management, specializarea Inginerie și management în alimentație publică și agroturism; domeniul Ingineria produselor alimentare, specializarea Controlul și expertiza produselor alimentare;
- Facultatea de Medicină Veterinară, domeniul Medicină Veterinară, învățământ de zi, 6 ani (360 credite), cu specializarea Medicină veterinară.
- Învățământul la distanță (I.D.) funcționează în USAMV Iași pe baza unui regulament propriu, conform legii, asigurând pregătirea de licență în specializările: agricultură, inginerie economică în agricultură, horticultură și zootehnie, cu același număr de credite ca învățământul de zi.
- Învățământul universitar de stat este gratuit, cu finanțare de la bugetul de stat, pentru cifra de școlarizare repartizată anual de MECTS și cu taxă, conform legii, cu aprobarea Senatului, în limita capacității de școlarizare aprobată de ARACIS;

Studiile universitare de masterat, cu durata de 4 semestre (120 credite), asigură specializarea în domeniile de licență acreditate sau extinderea și perfecționarea pregătirii atestate prin diploma de licență. Admiterea la masterat se face pe baza criteriilor generale aprobate de MECTS și a criteriilor specifice aprobate de Senatul Universității. În USAMV din Iași funcționează 16 specializări la învățământul universitar de masterat, acreditate ARACIS.

Studiile universitare de doctorat se organizează în conformitate cu Codul Studiilor Doctorale și regulamentul propriu, aprobat de Senat.

Pentru îmbunătățirea continuă a conținutului programelor de studiu se are în vedere armonizarea acestora cu programele europene, în conformitate cu standardele naționale și internaționale. Acest obiectiv are un rol esențial în procesul de îmbunătățire a calității educației, determinând o creștere a competitivității la nivel național/internațional, a procesului de colaborare și schimburi, prin mobilitatea academică. De asemenea, se urmărește ca instruirea practică a studenților să se realizeze în concordanță cu cerințele programelor de studii, dar și funcție de cerințele și solicitările partenerilor economici de la nivel național/regional la care urmează să lucreze viitorii absolvenți. În acest context, se are în vedere o abordare integrată, pentru a realiza un echilibru între procesul de predare-instruire practică - cercetare avansată și servicii pentru societate. Astfel, Senatul universității și conducerile facultăților se preocupă permanent au căutat soluții pentru modernizarea fermelor didactice, pentru a deveni centre pilot de instruire practică a studenților și a diferitelor categorii de cursanți. O atenție deosebită se acordă selectării studenților pentru stagiile de practică desfășurate în ferme, unități de învățământ/cercetare din Anglia, Franța, Germania, Italia, Cehia etc.

Realizarea obiectivelor privind îmbunătățirea continuă a conținutului programelor de studii universitare, postuniversitare și de doctorat oferite de USAMV Iași a fost în conformitate cu procesul Bologna, în concordanță cu legislația română. În consecință, există un plan de acțiune coerent în dezvoltarea de programe integrate de studiu la nivel de licență-masterat-doctorat, în zonele de competență pentru fiecare facultate din universitate.

Procesele educaționale pentru studiile de licență sunt legate de formarea competențelor specifice ale studenților în calificarea lor, de o îmbunătățire continuă a abordării centrată pe student. Acest mod de lucru este o prioritate pentru cadrele didactice din universitate, care urmăresc formarea și dezvoltarea personalității studenților, concomitent cu creșterea responsabilității acestora (mai multă muncă independentă și mai multe



abilități practice pentru dezvoltarea competențelor). De menționat că un număr semnificativ dintre absolvenți sunt implicați în procesele de decizie, atât în sectorul public cât și în cel privat, la nivel regional/național, în timp ce mulți dintre aceștia lucrează în întreaga lume, în companii, instituții de cercetare și dezvoltare tehnologică sau universități.

Pentru a îmbunătăți calitatea proceselor educaționale specifice, pentru studiile de master s-au căutat soluții de integrare a cunoștințelor teoretice, dobândite în timpul studiilor de licență, cu activitățile de cercetare, inovare și transfer tehnologic.

Concomitent cu aspectele prezentate, s-a avut în vedere și un proces de îmbunătățire a cunoștințelor dobândite prin tehnologii avansate (IT), diseminarea cunoștințelor prin e-platforme, utilizarea de noi instrumente (cursuri online, verificare online). Site-ul universității este actualizat și îmbunătățit în mod constant și oferă informații actuale, noi posibilități de interacțiune între studenți și profesori, noi modalități de informare prin publicații, lucrări de doctorat, simpozioane naționale și internaționale.

Biblioteca Universității a cunoscut, în ultima perioadă, o dezvoltare accentuată, atât prin extinderea și modernizarea spațiilor, cât și prin dezvoltarea patrimoniului de carte, ceea ce face ca studenții și cadrele didactice să aibă acces la o importantă colecție de cărți, la bazele de date online. Dezvoltarea unei platforme de e-learning a fost un obiectiv important, care permite accesul la programele de studiu la distanță și o diseminare mult mai rapidă a cunoștințelor către alte universități din România sau din străinătate.

Implementarea unor proiecte finanțate de UE, pentru îmbunătățirea calității educației și susținerea unor programe doctorale și postdoctorale (POS DRU), în care USAMV din Iași este implicată, contribuie la ridicarea performanțelor programelor de studii de licență, master și doctorat.

3.3. Activități legate de partea academică

USAMV din Iași este o universitate de prestigiu, cu tradiție de peste 100 de ani de învățământ agronomic și se implică în mod activ în comunitatea locală și regională, reprezentată de alte universități și de agenți economici sau organisme administrative.

Un obiectiv strategic al USAMV din Iași, ca cea mai importantă instituție academică din domeniul agriculturii, medicinei veterinare și industriei alimentare din Moldova, este implicarea sa în mediul socio-economic regional și național, prin punerea la dispoziție a resurselor universitare, a rezultatelor cercetărilor științifice și a transferului de cunoștințe și tehnologii către agenții economici interesați. Relațiile de colaborare dintre cadrele didactice și entitățile economice de profil reprezintă o componentă importantă în dezvoltarea programelor noastre de studii, linii comune de învățământ, de instruire și de cercetare. În prezent, universitatea oferă activități de educație permanentă, care sunt dezvoltate în continuu. Implicarea USAMV din Iași în viața economică s-a menținut continuu la cote înalte, prin parteneriatele public-private realizate cu o serie de agenți economici pentru activități de cercetare, consultanță etc.

USAMV din Iași și-a propus să dezvolte și să implementeze următoarele obiective:

- promovarea universității ca partener de încredere, puternic, cu tradiție și expertiză de specialitate pentru mediile de afaceri, administrative și politice;
- promovarea USAMV ca instituție de excelență, inovatoare, dinamică și flexibilă, adaptată la mediul complex actual;
- organizarea de evenimente anuale, cu participare internațională, de popularizare a rezultatelor științifice;
- implementarea unor activități coerente cu mediul economic, administrativ, social și cultural, prin: consolidarea cooperării, programe de formare post-universitare pentru personalul din producție și cercetare, colaborarea cu autoritățile locale și județene cu scopul de a atrage investitori pentru proiecte majore de dezvoltare de interes comun;
- constituirea unui pol de excelență în domeniul agroalimentar pentru inițierea și promovarea unor proiecte majore la nivel local/regional;
- participarea activă la noile posibilități oferite de programele operaționale finanțate de Comunitatea Europeană pentru dezvoltare regională, oportunități care au permis universității integrarea în poli de competență, împreună cu alte universități, companii private etc;



- extinderea sistemului de învățare pe tot parcursul vieții și ajustarea ofertei de formare educațională și practică către posibili beneficiari din aria economică prin: adaptarea ofertei educaționale și a resurselor, atragerea și stabilizarea resurselor umane de la potențialii angajatori, concomitent cu accesarea fondurilor UE destinate Programului de învățare pe tot parcursul vieții;
- dezvoltarea de parteneriate pentru proiecte de cercetare aplicată cu IMM-uri sau întreprinderi mari, prin teme comune care implică studenți de la master sau doctorat;
- inițierea și menținerea de legături permanente cu autoritățile locale, regionale și naționale, prin intermediul interfețelor moderne de comunicare de către membrii managementului universitar, în calitate de membri ai consiliilor naționale și comisiilor ministerului (CNADTCU, CNFIS, UEFISCDI, ANCS, ARACIS).

3.4. Finanțarea

USAMV Iași, în calitate de instituție publică de învățământ superior, funcționează cu finanțare din fonduri alocate de la bugetul de stat, venituri extrabugetare și din alte surse. Veniturile instituției provenite din fondurile bugetului de stat se compun din sume alocate de la bugetul MECTS, pe bază de contract, pentru finanțarea de bază, finanțarea complementară și finanțarea suplimentară. Finanțarea de bază pentru universitățile de stat se asigură de MECTS, pe baza numărului de studenților echivalenți, a coeficientului de cost pe domeniu și a alocației pe student, vizând în viitor finanțarea prin granturi de studii calculate pe baza costului mediu per student echivalent, per domeniu, per cicluri de studiu și per limbă de predare.

Finanțarea suplimentară se acordă din fonduri publice de către MECTS pentru a stimula excelența instituțiilor și a programelor de studii, performante. Finanțarea complementară se realizează de MECTS prin: subvenții pentru cazare și masă; fonduri alocate pe bază de priorități și norme specifice, pentru dotări și alte cheltuieli de investiții și reparații capitale; fonduri alocate pe baze competiționale pentru cercetarea științifică universitară.

Bugetul de venituri al universității este completat cu sume importante din resurse proprii de autofinanțare, cum ar fi cele din: arenda suprafețelor agricole deținute în proprietate; închirieri; microproducție; activitatea stațiunii didactice, taxe și activități adiacente etc. Alte capitole din bugetul de venituri sunt alimentate cu sume semnificative din activitatea de cercetare științifică și din finanțarea externă, de realizare a unor proiecte cofinanțate de la bugetul de stat și din fonduri externe nerambursabile postaderare. În ultimii 8 ani USAMV Iași s-a implicat cu succes într-un număr semnificativ de proiecte finanțate prin diverse programe naționale și internaționale, cu fonduri de la MECTS, UE etc (Appendix 16).

Atragerea de fonduri extrabugetare reprezintă o condiție esențială pentru stimularea spiritului antreprenorial al echipei manageriale de la USAMV Iași, în vederea asigurării progresului și dezvoltării bazei materiale. USAMV din Iași deține mecanisme de control și de dezvoltare continuă a performanțelor administrației, reprezentate de Serviciul de control financiar preventiv și Serviciul de audit intern. Direcția Financiar - contabilă din USAMV Iași elaborează la începutul anului Proiectul de buget de venituri și cheltuieli pe capitole, iar la sfârșitul anului întocmește un Raport cu privire la execuția bugetului de venituri și cheltuieli și situația patrimonială pe bază de bilanț (Appendix 13). Toate proiectele și rapoartele se discută și se aprobă în Senatul USAMV Iași. Întreaga activitate economică și administrativă din USAMV Iași se analizează din punctul de vedere al performanțelor înregistrate supusă unui proces de îmbunătățire continuă.

3.5. Poziția universității la nivel local, regional, național și internațional

Universitatea de Științe Agricole și Medicină Veterinară din Iași este considerată printre cele mai prestigioase unități academice de profil din țară. Opinia mediului de afaceri local, regional și național este aceea că absolvenții USAMV Iași dispun de un bagaj de cunoștințe evident și au o bună pregătire și o capacitate ridicată de a se adapta și de a se integra pe piața muncii, fapt menționat și la întâlnirea cu ARACIS care a avut loc în luna iunie 2007, cu ocazia evaluării periodice a calității academice la nivel instituțional. În urma evaluării, Universitatea de Științe Agricole și Medicină Veterinară Iași a primit calificativul de GRAD DE ÎNCREDERE RIDICAT.

USAMV a fost și este în permanență solicitată de tineri din diferite țări europene și de pe alte continente. În prezent sunt înmatriculați 87 studenți străini (81 la programele de licență și 3 la programele de



masterat) din țări U.E. (Grecia, Cipru, Bulgaria) și Non UE (Israel, Maroc, Republica Moldova și Ucraina). Cei mai mulți studenți străini sunt din Republica Moldova. La programele școlilor doctorale sunt înmatriculați 3 doctoranzi străini, din care 2 din Grecia și 1 din Republica Moldova.

USAMV Iași își prezintă oferta educațională prin publicarea de broșuri, pliante și postere, diseminate la târguri educaționale, la întâlniri organizate cu liceenii, la întâlniri cu potențialii studenți din străinătate, în mass-media națională și locală. Unele materiale de prezentare a universității sunt redactate în limbile engleză și franceză.

Ori de câte ori s-a ivit ocazia, delegațiile care au reprezentat USAMV Iași la manifestări internaționale au folosit acest prilej pentru a promova valorile specifice instituției și oferta educațională și de cercetare științifică. Anual, sunt actualizate și făcute publice: *Oferta educațională*, *Ghidul admiterii*, *Oferta de programe de masterat și școli academice postuniversitare*, *Oferta de programe de studii post-universitare și de doctorat*.

De asemenea, USAMV Iași dezvoltă relații de colaborare cu universități naționale și externe, dar și cu reprezentanții mediului de afaceri. USAMV Iași are relații strânse și cu angajatorii din mediul public și privat (mediul de afaceri), în calitatea sa de principal furnizor de specialiști în agricultură de pe piață. Relațiile sunt concentrate pe două direcții: susținerea de cursuri sau sesiuni de comunicări științifice în cadrul universității și consultarea, în raport de nevoile conturate în practică în ceea ce privește pregătirea studenților. Opinia generală a angajatorilor este aceea că absolvenții au o bună pregătire și o bună capacitate de a se adapta și de a se integra în procesul de producție, recomandându-se o cât mai bună pregătire practică.

În vederea armonizării curriculare și organizaționale și a extinderii cooperării regionale, Universitatea de Științe Agricole și Medicină veterinară din Iași a devenit membru a Agence Universitaire de la Francophonie (AUF), membru European University Association (EAU) și este membru fondator al IAESTE România (The International Association for the Exchange of Students for Technical Experience) și membru CASEE. Această situație contribuie la dezvoltarea schimburilor cu universităților membre.

Parteneriatele realizate de USAMV Iași s-au intensificat cu prilejul proiectelor finanțate din fonduri UE, care au constituit o oportunitate de compensare a lipsei de pro-activitate a acordurilor cu alte universități sau cu mediul de afaceri. Cu această ocazie a avut loc o diversificare a paletii de parteneri naționali și transnaționali, folosindu-se portofoliul de acorduri, convenții, protocoale sau memorandumuri de înțelegere încheiate cu tot mai multe entități publice sau private, locale, naționale sau internaționale.

Prin atragerea în astfel de parteneriate a unor instituții publice și a unor organizații reprezentative din mediul de afaceri s-a urmărit: accesarea unor proiecte strategice de valori foarte mari; sporirea valorii adăugate a proiectelor implementate; diversificarea direcțiilor majore de intervenție accesabile și repartizarea optimă a eforturilor financiare, logistice și umane necesare implementării proiectelor. Astfel, USAMV a fost partener în multe proiecte cu universități din România, în proiecte cu reprezentanți ai mediului de afaceri (companii, ONG, Asociații patronale, fundații din România) și a încheiat 30 parteneriate cu universități din Belgia, Cehia, Franța, Grecia, Italia, Irlanda, Republica Moldova, SUA și Egipt.

Prin strategia adoptată în USAMV Iași se facilitează interacțiunea dintre studenții săi și reprezentanții mediului de afaceri prin intermediul stagiilor de practică, dezvoltate odată cu implementarea unor proiecte POSDRU, a școlilor de vară, a conferințelor organizate de către asociațiile studențești, a forumurilor care se desfășoară în cadrul proiectelor europene care vizează antreprenoriatul, întreprinderile simulate, cercetarea doctorală și postdoctorală, respectiv a prezentărilor organizate de către diverse companii de prestigiu și a internship-urilor propuse de către acestea studenților universității.

3.6. Opțiuni strategice ale universității

Prin misiunea și obiectivele asumate, USAMV din Iași este parte a învățământului superior european și a cercetării științifice, promovând valorile și liniile directoare ale UE privind procesele de restructurare definite de către declarațiile de la Bologna și Lisabona. Schimbările globale în învățământul superior, împreună cu nevoile locale/regionale/naționale, au fost analizate cu atenție de USAMV din Iași și au fost incluse în Planul operațional 2012 și Planul strategic 2012-2016. Gradul de îndeplinire al obiectivelor strategice este discutat permanent în Consiliul de Administrație, după care este supus aprobării Senatului, cu ocazia prezentării rapoartelor privind starea universității.



Fundamentarea, elaborarea, implementarea, monitorizarea aplicării, evaluarea și corecția strategiei USAMV din Iași sunt preocupări constante ale managementului universitar, anual fiind prezentate în plenul Senatului rapoarte privind starea USAMV din Iași, în care este evidențiat gradul de realizare a obiectivelor strategice, cauzele care au generat disfuncționalități, precum și implicațiile acestora asupra potențialului de viabilitate managerială a universității, respectiv recomandări strategico-tactice pertinente care să genereze o dezvoltare sustenabilă a universității.

Statutul de universitate de cercetare avansată și educație, pe care îl vizează universitatea, obligă la amplificarea dimensiunii strategice a managementului academic și administrativ, nu doar prin promovarea, ci și prin aplicarea efectivă și evaluarea acestuia prin prisma performanțelor.

4. CONDUCERE ȘI ACTIVITĂȚI

4.1. Conducere și management

În cadrul USAMV Iași, organizarea efectivă a conducerii și activităților a luat în considerare normele și valorile menționate mai sus, aflate în legătură strânsă cu strategia universității, viziunea și obiectivele și s-a bazat pe principalele decizii strategice luate în ultimii 10 ani.

Analiza practicilor manageriale. Managementul și activitățile de conducere a USAMV Iași sunt formulate în concordanță cu scopul strategic, respectând pe deplin viziunea și misiunea universității, specificitatea fiecărei facultăți, precum și contextul general național și internațional.

Începând cu anul 2011, prin noua Lege a învățământului, întreaga comunitate academică a beneficiat de cadrul legal în alegerea structurii de management de vârf. Structurile actuale de management ale USAMV Iași, la diferitele niveluri, sunt prezentate în Anexele Raportului de autoevaluare. Toți membrii din structurile manageriale ale universității au fost desemnați prin procese de alegere de tip piramidal. Pentru aceasta, s-au organizat alegeri succesive la nivel de departament/facultate, precum și în Senatul universității, în acord cu Legea Educației nr 1/2011 și conform procedurilor pentru desemnarea reprezentanților universității, aprobate de Senat. Consiliile facultăților au validat cel puțin doi candidați pentru postul de decan, iar Senatul și-a ales președintele, precum și coordonatorii comisiilor Senatului, prin vot liber.

În conformitate cu această procedură și cu Referendumul organizat în universitate, rectorul a fost ales de către întreaga comunitate academică. Pentru completarea structurilor de conducere s-a făcut nominalizarea prorectorilor de către rector, cu validare în Senat și, prin selecție, în urma unei competiții publice, dintre candidații validați de către consiliile facultăților, a fost desemnat decanul pentru fiecare facultate. Ulterior, decanii au nominalizat prodecanii, cu validare în Consiliul facultății.

Senatul universității, cu rol deliberativ și control, format din reprezentanți aleși în mod democratic din fiecare facultate și departament (personal academic 75% și studenți 25%), decide asupra problemelor majore privind activitățile academice și politicile USAMV din Iași, finanțarea, selecția și promovarea personalului academic și administrativ, admiterea studenților, dezvoltarea de servicii pentru societate. La întrunirile Senatului poate participa în calitate de invitat și reprezentantul sindicatului.

Managementul operativ este asigurat de Consiliul de Administrație ce include în structura sa rectorul, patru prorectori, directorul general administrativ al universității, directorul CSUD și reprezentantul studenților, fiecare membru fiind responsabil pentru activitățile sale manageriale specifice, în concordanță cu strategia universității și organigrama acesteia (Appendix 10), în conformitate cu Regulamentul aprobat de Senat.

Sarcinile și atribuțiile membrilor Consiliului de Administrație sunt prevăzute în fișa postului, unde sunt detaliate responsabilitățile pentru fiecare sector de activitate ce se desfășoară în universitate. Pentru activități de predare, de dezvoltare și revizuire a curriculei, selecția și promovarea personalului academic, admiterea studenților, responsabilitatea aparține prorectorului cu activitatea educațională. Activitățile legate de cercetare, inovare și transfer tehnologic, promovare și imagine, editură, tipografie și bibliotecă sunt în coordonarea prorectorului cu activitatea de cercetare. Activitățile legate de dezvoltarea instituțională, de bază materială, patrimoniu și relațiile cu mediul economic sunt coordonate de prorectorul cu dezvoltarea instituțională. Prorectorul cu relațiile internaționale și activitățile studentești răspunde de coordonarea activităților specifice domeniului. Problematika organizării și desfășurării studiilor doctorale este coordonată



de Directorul CSUD. Directorul General Administrativ coordonează și răspunde de activitatea tuturor direcțiilor și serviciilor administrative și sociale. În calitate de membri ai Consiliului de Administrație, decanii coordonează și răspund de activitățile desfășurate în cadrul facultăților. Reprezentantul studenților în Consiliul de Administrație constituie interfața dintre conducerea operativă a instituției și comunitatea studențească.

Pentru activitățile legate de cercetare, politici, strategii și standarde de calitate, propunerile vin de la departamente, centre de cercetare și laboratoare, iar Consiliul academic propune deciziile care se validează de către Consiliul de Administrație.

La nivelul universității operează structuri, care vin în sprijinul procesului decizional și implementării obiectivelor strategice, precum și pentru asigurarea calității activităților de management, cum ar fi:

Comisiile Senatului Universității: Comisia pentru învățământ, Comisia pentru cercetare și relații internaționale, Comisia administrativă și de patrimoniu, Comisia socială și cu probleme studențești Comisia pentru evaluarea și asigurarea calității.

Departamente didactice și de cercetare: La Facultatea de agricultură activitatea se desfășoară în cadrul departamentelor de Pedotehnică, Știința plantelor, Agroeconomie; la Facultatea de horticultură prin departamentele de Științe exacte și Tehnologii horticole; la Facultatea de zootehnie prin departamentele de Științe fundamentale în zootehnie și Managementul producțiilor animale; la Facultatea de medicină veterinară prin departamentele de Preclinici, Clinici, Sănătate publică.

Activitățile administrative, economice, financiare și sociale sunt gestionate prin:

Secretariat rectorat, Direcția generală administrativă, Serviciul de achiziții publice, Direcția financiar contabilă, Direcția de informatică aplicată, Direcția de resurse umane, Direcția tehnică, Serviciul social, Departamentul pentru asigurarea calității, Biblioteca, Departamentul pentru promovare și imagine, Serviciul spații verzi, Cantina restaurant, Serviciul audit intern, Serviciul control financiar preventiv, Stațiunea didactică (Appendix 9).

Comunicarea și relațiile publice sunt de importanță deosebită pentru comunitatea academică și pentru implementarea strategiei universității. Din acest motiv, toate deciziile de interes general sunt făcute publice, către întreaga comunitate, fie utilizând rețeaua intranet, fie sunt postate pe website-ul universității.

Respectarea prevederilor legale și a deontologiei academice este vegheată de către Comisia de etică și deontologie universitară, ce beneficiază de independența necesară luării unor decizii imparțiale.

4.2. Activități educaționale și politici

Îndeplinirea misiunii sale, USAMV din Iași are ca obiectiv prioritar, permanent, îmbunătățirea continuă a calității proceselor didactice, ceea ce se reflectă prin nivele ridicate ale indicatorilor de performanță în cele trei domenii ale asigurării calității educației.

Calitatea programelor de studii este strâns legată de nivelul de pregătire al studenților și implicit de cunoștințele acumulate pe durata studiilor preuniversitare. De aceea, admiterea studenților reprezintă o etapă esențială, cu impact direct asupra calității studenților și asupra eficacității programelor de studiu.

La USAMV din Iași admiterea este organizată în baza legislației naționale și a Metodologiei de desfășurare a admiterii al cărui conținut asigură principiul egalității șanselor pentru toți candidații, asigură transparența și rigoarea procesului. Această metodologie se pune anual la dispoziția candidaților, prin afișare pe pagina web, înainte cu cel puțin 6 luni de momentul admiterii. Pentru promovarea ofertei educaționale de la USAMV din Iași, se organizează acțiuni de promovare și difuzare de materiale informative, cum sunt: materiale generale de prezentare - afișe, pliante, bannere, rollup-uri, pagini în reviste internaționale; materiale pentru promovarea admiterii - pliante, afișe, fluturași, tricouri; târguri și acțiuni pentru mediatizarea ofertei educaționale. Pentru programele de studii de licență, pentru anul universitar 2012 - 2013, USAMV din Iași a organizat admiterea pe baza criteriilor determinate de performanțele candidaților obținute la examenul de bacalaureat.

Admiterea la actualele programe de studii universitare de masterat se face, în principal, pe baza mediei generale de absolvire a studiilor de licență, iar admiterea la doctorat se face prin colocviu de admitere, după promovarea testului de limbă străină.



Pentru prezentarea fiecărui program de studiu de licență și masterat s-a elaborat *Ghidul studentului*, care include: misiunea, obiectivele generale și specifice, competențele vizate, planurile de învățământ, fișele disciplinelor. *Ghidul studentului* este disponibil pentru studenți, la fiecare facultate.

Programele de studii doctorale din USAMV Iași sunt gestionate de către Școala doctorală de agronomie, horticultură și zootehnie și Școala doctorală de medicină veterinară și se derulează în două etape specifice doctoratului științific: pregătirea universitară avansată și programul de cercetare științifică. Parcurgerea programului de studii universitare de doctorat implică, în principal susținerea examenelor, rapoartelor de cercetare și a tezei de doctorat.

Elaborarea și aprobarea *Planurilor de învățământ* se face în conformitate cu procedura proprie adoptată de Senat. *Planurile de învățământ* au format tipizat, disciplinele sunt creditate conform sistemului ECTS. *Planurile de învățământ* de la toate programele de licență și masterat îndeplinesc cerințele normative obligatorii instituite de către ARACIS. Pentru a evidenția modul de operaționalizare a planurilor de învățământ s-au elaborat fișele disciplinelor având un format tipizat, în conformitate, cu cerințele ARACIS. *Fișa disciplinei* se aduce la cunoștința studenților în prima oră de curs și se afișează la disciplină. *Fișa disciplinei* conține temele tuturor activităților, metode de predare și examinare, ponderea în nota finală a rezultatelor obținute la fiecare activitate înscrisă în fișă;

Senatul USAMV din Iași a aprobat *Procedura pentru inițierea, aprobarea, monitorizarea și evaluarea programelor de studii* în care se stabilește: algoritmul, cerințele și responsabilitățile privind autorizarea și evaluarea periodică a programelor de studii, având în vedere schimbările în profilul calificărilor și reînnoirea prin cercetare științifică. *Procedura de recunoaștere a creditelor* este menită să faciliteze mobilitatea studenților în interiorul USAMV din Iași, precum și între USAMV din Iași și alte universități din România sau/și Europa;

În ultimii trei ani s-au făcut eforturi în direcția adecvării metodelor de operaționalizare a programelor de studii la cerințele studenților, prin instituirea unor metode de predare, învățare și examinare orientate spre student, care sunt precizate în următoarele reglementări, postate și pe pagina web a universității: *Regulament privind activitatea profesională a studenților în baza Sistemului European de Credite Transferabile (ECTS); Regulament privind organizarea și desfășurarea studiilor de masterat; Regulament privind organizarea și desfășurarea studiilor universitare de doctorat; Procedura privind elaborarea lucrării de finalizare a studiilor.*

Programele de studii sunt unitare ca structură (la zi și ID) dar operaționalizarea se adaptează în funcție de orarul studenților. Conținutul unor programe de studiu, în principal, cele care au corespondent în studiile doctorale, se reînnoiește permanent prin introducerea rezultatelor obținute prin cercetările proprii și cele ale altor cercetători în domeniu.

Un obiectiv specific înscris în *Planul strategic* este creșterea ponderii și a mijloacelor de operaționalizare a învățământului „centrat pe student”, cu următoarele direcții de aplicare:

- compatibilitatea curriculei, pe programe de studii, cu curricula existentă la universități de referință din Europa și România;
- libertatea totală a studenților de a-și alege programele de studii și traiectoria pe parcursul studiilor (specializare, opțiuni, discipline opționale și facultative, universitatea/facultatea de la care obține creditele, cu condiția existenței acordului de recunoaștere a creditelor);
- obligativitatea decanatelor și a coordonatorilor programelor de studii de a prezenta și de a dezbate cu studenții programele de studii și curricula;
- obligativitatea tutorelui de a fi în legătură permanentă cu studenții;
- obligativitatea titularului de disciplină de a prezenta și de a dezbate cu studenții, la prima oră de curs, conținutul fișei disciplinei, cu accent pe obiective și modul de integrare și conexare în programul de studii;
- adaptarea permanentă a curriculei la necesitățile mediului socio-economic, creșterea sub aspect calitativ și cantitativ a activităților practice;
- trecerea treptată de la abordarea de tip „cunoștințe-abilități-aptitudini”, la abordarea de tip: „aptitudini-abilități-cunoștințe”;



- cadrele didactice specializate în pregătirea și perfecționarea corpului didactic susțin, anual, în cadrul facultăților, la invitația decanilor, prelegeri privind modalitățile de operaționalizare a învățământului centrat pe student.

Analiza **rezultatelor învățării** este preocuparea permanentă a factorilor responsabili de la nivelul universității și facultăților. În ultima perioadă s-au intensificat preocupările interne dedicate analizei rezultatelor învățării în conformitate cu standardele naționale și europene. Astfel, s-a instituit *Procedura privind monitorizarea traseului profesional al absolvenților* și s-a constituit baza de date dedicată evoluției profesionale a absolvenților. Aplicarea procedurii și operaționalizarea bazei de date privind evoluția absolvenților se face prin colaborare între CEAC de la nivelul universității și CEAC de la fiecare facultate și cu sprijinul DAC.

Există statistici interne care relevă, pentru fiecare program de studiu și la nivelul instituției: gradul de promovabilitate, gradul de finalitate a studiilor, ponderea absolvenților studiilor de licență care au urmat studii de masterat.

4.3. Reprezentarea studenților

În conformitate cu regulamentele USAMV din Iași, studenții sunt considerați parteneri în procesul academic, fiind reprezentați în toate structurile de management (Consiliul facultății, Senatul universității, Consiliul de administrație). Mai mult, Comisia de etică și deontologie universitară și Departamentul pentru asigurarea calității cu subdiviziunile sale de la nivelul facultăților, includ membri ai comunității studentești. Căminele studentești sunt administrate de către serviciul social al universității și sprijinit de un comitet de studenți. Săptămânal sunt organizate întâlniri ale prodecanilor responsabili cu activitățile studenților la nivel de facultate, cu reprezentanții studenților, sub coordonarea prorectorului pentru probleme sociale și ale studenților. Studenții sunt implicați activ în promovarea universității, prin competiții profesionale și sportive, cum este de exemplu "Agronomiada", organizată la nivelul Universităților de profil din țară.

Chiar dacă s-au făcut pași importanți în ultimii zece ani în direcția implicării studenților în procesul decizional, pare a fi încă dificil pentru liga studenților în a comunica cu masa mare a studenților. Efectul acestei stări de fapt a condus la un interes și o implicare reduse în procesul decizional din partea studenților cu performanțe bune, precum și disfuncții în diseminarea acestor decizii în rândul studenților.

Regulamentele actuale ale USAMV Iași prevăd și implicarea mediului economic în guvernarea instituțională, dar prezența efectivă în actul decizional este modestă. Cu toate acestea, există un dialog permanent cu comunitatea economică și socio-culturală, în principal pentru a asigura o ofertă educațională și de cercetare flexibile, actualizate la nevoile pieței muncii și pentru asigurarea practicii studenților.

Un obiectiv important în strategia universității îl reprezintă intensificarea acțiunilor ce urmăresc creșterea nivelului de inserare a absolvenților și șansele acestora pe piața muncii, în acord cu competențele lor. Studiile periodice, cu privire la gradul de satisfacție al absolvenților și angajatorilor, în ceea ce privește calitatea educației oferită de către USAMV din Iași, ar putea fi inputuri interesante și utile pentru procesul academic și îmbunătățirea calității. Chiar dacă a fost inițiat cu câțiva ani în urmă un sistem pentru a colecta opiniile absolvenților cu privire la studiile lor, nu putem afirma că acesta este în întregime eficient. USAMV din Iași consideră acesta ca fiind un punct slab și urmărește să identifice căile pentru a îmbunătăți această situație, în principal prin asociația "Alumni".

Universitatea conferă diverse distincții, cum ar fi: Doctor Honoris Causa personalităților naționale și internaționale de la alte universități și instituții de cercetare, Diplome de excelență acordate membrilor mediului economic și socio-cultural (local, național și internațional).

4.4. Resurse umane

Procesele și activitățile specifice ale USAMV Iași pentru anul universitar 2011 – 2012 au fost realizate de către 445 angajați - 157 cadre didactice titulare și 271 membri ai personalului non-academic (personal didactic auxiliar și personal administrativ) (Appendix 13). În condițiile în care numărul de studenți a crescut constant în ultimii cinci ani (Appendix 12), numărul de posturi ocupate din statele de funcțiuni a scăzut ca urmare a cadrului legislativ național, prin blocarea intrărilor în sistem. Din numărul total al personalului didactic cu norma de bază la USAMV Iași, 30,9 % sunt tineri cu vârsta sub 40 de ani, iar cei din grupa de



vârsta "61 - 65 ani" reprezintă 7,2 %. În categoria cadrelor didactice cu vârsta cuprinsă între 41 și 50 de ani se regăsesc 17 profesori universitari și 16 de conferențieri universitari care reprezintă 36,2 % și respectiv 57,1 % din totalul cadrelor didactice cu aceste grade. În același timp, există doar 5 asistenți universitari cu vârsta cuprinsă între 41 și 50 de ani, reprezentând 15,1 % la acest grad didactic. Din totalul cadrelor didactice, 87 % dețin titlul de doctor iar restul de 13 % sunt doctoranzi.

Universitatea a implementat o politică de deschidere către învățământul european în ultimii 15 ani, prin care a sprijinit programele de schimb de experiență a personalului didactic în universități europene. Aceste schimburi au adus beneficii semnificative asupra calității educației, armonizarea curriculumelor programelor de studii și a programelor analitice la nivel european, implementarea metodelor moderne de predare și evaluare etc. Ulterior, acest proces a fost extins și la nivelul personalului administrativ.

Recrutarea și promovarea personalului didactic și de cercetare este efectuată conform legislației naționale și în concordanță cu Regulamentul intern și Procedura pentru ocuparea postului prin concurs. USAMV din Iași estimează în fiecare an nevoile curente și de viitor privind necesarul de resurse umane. Aceasta este în responsabilitatea prorectorului cu activitatea educațională, în acord cu managementul facultăților, cu nevoia de cadre didactice, corelat cu criteriile de calitate stabilite la nivel național și al universității. Astfel, în ultimii ani s-a pus accentul pe atragerea absolvenților tineri și valoroși către o carieră academică, precum și pe definirea standardelor pentru promovarea personalului în ierarhia academică, bazată exclusiv pe criterii de performanță profesională. Un punct sensibil îl reprezintă reglementările naționale privind angajarea/promovarea personalului care se aplică în ultimii ani tuturor instituțiilor publice și care prevăd o limitare drastică a angajărilor (o angajare la 7 plecări).

Personalul de cercetare este compus în prezent din membri ai personalului academic implicați în proiecte CDT finanțate prin granturi și contracte naționale/internaționale, precum și personal cu atribuții de cercetare. Politica de resurse umane a USAMV din Iași încurajează creșterea nivelului de calificare, prin programe doctorale și postdoctorale, ca viitori cercetători full-time sau cadre didactice.

Obiectivele USAMV Iași privind consolidarea poziției sale la nivel național implică dezvoltarea programelor de studii doctorale și postdoctorale în toate domeniile de competență, pentru dinamizarea activităților de cercetare, acesta fiind un proces în desfășurare.

4.5. Cooperare instituțională

În concordanță cu viziunea și strategia sa, USAMV din Iași este un partener important în comunitatea locală/regională/națională. USAMV Iași a jucat un rol activ în formularea strategiilor de dezvoltare sustenabilă locală și regională și este implicată în efortul general pentru creșterea economică. USAMV din Iași este, de asemenea, parte a vieții comunității, dezvoltând colaborări continue cu Camerele agricole, Direcțiile generale pentru agricultură și dezvoltare rurală, Inspectoratele școlare județene, Agențiile de plăți și intervenții în agricultură din județele Regiunii de dezvoltare Nord-Est, precum și cu alte entități locale, ceea ce permite un răspuns rapid la nevoile comunității. De câțiva ani, universitatea a fost coorganizator pentru Târgul de produse alimentare tradiționale/ecologice, Târgul internațional AGRALIM, târguri de gastronomie și vin. USAMV Iași este un membru activ în cadrul Consorțiului universităților USAMV din țară.

La nivelul învățământului superior național, USAMV Iași vizează să își consolideze poziția în categoria universităților de educație și cercetare științifică, prin promovarea cercetării avansate și a excelenței în educație și aspirarea către un loc în cadrul primei categorii, a universităților de cercetare avansată și educație.

La nivel internațional, USAMV Iași a dezvoltat în mod continuu cooperări cu alte universități, având acorduri de cooperare cu peste 30 de universități. Universitatea, în calitate de coordonator sau partener, a dezvoltat și implementat mai multe proiecte transnaționale, promovând proiecte pilot, obținând rezultate semnificative pentru modernizarea infrastructurii de transfer tehnologic și cooperare internațională.

4.6. Servicii de sprijinire a studenților

USAMV din Iași oferă o paletă largă de servicii pentru studenți și este într-o constantă preocupare de a le îmbunătăți și de a adăuga altele noi, în concordanță cu obiectivele strategice. Asigurarea unei educații adecvate precum și un sprijin consistent oferit studenților reprezintă un obiectiv strategic în sine.



Accesul online la platforma eLearning, dezvoltată ca și o bază de date cuprinzătoare, este benefic pentru toți studenții. Studenții se pot loga și pot accesa instrumente de învățare, notele obținute, precum și variate articole din reviste științifice naționale și internaționale. Universitatea deține 205 săli cu conexiune Internet oferite studenților prin acces liber, în campusul și în biblioteca universității. Îmbunătățirea platformei în activitatea de predare reprezintă o țintă care poate fi îndeplinită prin efort comun al personalului didactic (oferind material pentru învățare și implicând facilitățile platformei în procesul de predare), a studenților și a administrației (făcând astfel platforma mai prietenoasă).

Investițiile în dezvoltarea laboratoarelor moderne și a sălilor de predare oferă studenților accesul la concepte moderne, la noi metode și instrumente, creând o rețea suport pentru studenți. Sursele de publicații și documentație sunt disponibile în biblioteca universității, la fel și resursele individuale ale facultăților, cu subscripții reînnoite periodic. De asemenea, există informații utile în ceea ce privește oportunitățile și serviciile oferite de universitate, publicate pe website-ul universității.

Ghidul studentului, specific pentru fiecare facultate, oferă informații complete privind curricula universitară, regulamentele interne, facilitățile universității, precum și informații utile despre oraș. Universitatea investește constant în creșterea confortului în căminele studențești. În prezent, în căminele studențești situate în campusul universitar sunt oferite peste 1550 locuri de cazare, în mare parte modernizate în ultimii ani, cu sisteme de supraveghere video, conexiune prin cablu la Internet și TV în fiecare cameră. Facilitățile sportive (sala de sport și terenurile de sport) sunt într-o continuă dezvoltare, asigurând studenților condiții optime pentru activități specifice.

Universitatea a dezvoltat un Centru de consiliere și orientare în carieră, care oferă consultanță specializată pentru parcurgerea traseului educațional, angajare și organizează periodic târguri pentru locuri de muncă.

Programele internaționale de schimb (Erasmus, Leonardo) reprezintă oportunități adresate studenților pentru a beneficia de experiența educațională din străinătate și sunt promovate activ, incluzându-le și pe cele manageriate de asociațiile de studenți.

Alte servicii de sprijin, care au ca scop îmbunătățirea activității studenților sunt website-ul universității, sistemul de sprijin pentru studenții defavorizați financiar (burse sociale, reducerea taxelor), precum și pentru studenții performanți, subvenții pentru transportul public (rețeaua de transport local și pe calea ferată) etc.

4.7. Finanțarea

USAMV din Iași este finanțată din fonduri publice și din fonduri rezultate din taxele studenților, activități de cercetare-dezvoltare tehnologică, cursuri de formare, contracte economice, sponsorizări etc.

Finanțarea publică este alocată în fiecare an pe baza numărului de studenți finanțați de la buget și a criteriilor de calitate. Procentul de finanțare bazat pe criterii de calitate a fost permanent peste cel fixat ca alocare medie (30%), fiind de 33 % în 2009, 32% în 2010 și 35% în 2011. Valoarea fondurilor atrase în această competiție națională între universitățile de stat a crescut continuu în ultimii patru ani. Fondurile dedicate pentru investiții în infrastructură și modernizare sunt de asemenea parțial acoperite din fonduri guvernamentale. Fondurile universității sunt utilizate pentru acoperirea cheltuielilor curente (costuri de personal, investiții în dezvoltarea infrastructurii și modernizare, utilități etc), precum și pentru finanțarea priorităților strategice.

În 2011, bugetul total al universității a fost de 106.893.746 lei, din care 29,04 % din finanțare guvernamentală, 15,85 % din cercetare și dezvoltare tehnologică (proiecte de cercetare, granturi de educație și formare și a contractelor tehnologice, proiecte educaționale și de dezvoltare a carierei) și 55,11% din alte fonduri. În timp ce bugetul total al universității a crescut în ultimii ani, procentul de fonduri guvernamentale este în continuă scădere. Fiind confrunțați cu această provocare, a fost nevoie de o bună gestiune financiară, care combină asigurarea calității și utilizarea eficientă a fondurilor, în conformitate cu opțiunile strategice universitare.

Fondurile atrase prin proiecte de cercetare sunt cheltuite în conformitate cu bugetul aprobat pentru fiecare proiect. Nivelul de cheltuieli din subvenții și contracte este aprobat anual de către Senatul Universității și este utilizat pentru a sprijini dezvoltarea proiectelor.



Anual, o parte din buget este folosit de către conducerea universității pentru punerea în aplicare a noilor inițiative. Aceste inițiative sunt discutate și validate în Senatul Universității și se acoperă teme de interes pentru întreaga comunitate academică. Câteva exemple sunt: biblioteca universității renovată și complet modernizată în perioada 2007 - 2008; instalații multi-media în toate sălile de curs; internet cu acces gratuit pentru studenți, acces la internet în căminele studenților. În fiecare an, rectorul prezintă Raportul anual privind starea universității, ce include toate aspectele de activitate universitară, de la predare, la cercetare și la evoluțiile strategice, resurse umane, studenți, servicii pentru comunitate, rezultate financiare.

Acest raport este validat de către Senat și reprezintă un reper important de care se ține cont în procesul de luare a deciziilor pentru anul următor. Independența față de finanțarea din fonduri publice este imposibilă pentru o universitate de stat, iar dependența în mare măsură de finanțarea publică reprezintă un risc continuu de subfinanțare. Deciziile conducerii operative urmăresc creșterea fondurilor atrase și distribuția lor, cu validare de către Senat și sunt puse în aplicare la nivel de facultăți, departamente, centre sau laboratoare de cercetare.

Principalul punct forte al finanțării îl constituie atragerea și consolidarea fondurilor extrabugetare cu ajutorul cărora se pot realiza obiectivele prevăzute în Planul operațional și Planul strategic. Eficientizarea utilizării fondurilor proprii (extrabugetare) crește prin prioritizarea optimă a necesităților principalelor obiective prevăzute.

Unul din punctele slabe este reducerea alocării bugetare pentru destinații speciale (întreținerea patrimoniului, dotări și alte investiții, subvenții calculatoare) cu 25 % pentru anul 2012, ceea ce a condus la utilizarea veniturilor proprii pentru acoperirea acestor cheltuieli. Subfinanțarea de la bugetul de stat se regăsește și în cofinanțarea proiectelor de cercetare din surse externe sau în blocarea unor resurse financiare importante, pe termen lung, ca urmare a unor disfuncționalități în derularea programelor din fonduri structurale europene.

5. POLITICI DE EVALUARE A CALITĂȚII

5.1. Politici și strategii de evaluare

La elaborarea metodologiei și instrumentelor necesare pentru implementarea standardelor de calitate la USAMV Iași, inclusiv asigurarea compatibilității și comparabilității cu standardele internaționale de referință, s-a avut în vedere legislația națională și internațională.

Pentru implementarea criteriilor de calitate a tuturor activităților din USAMV din Iași, începând cu 1 decembrie 2006, s-a înființat Departamentul pentru Asigurarea Calității (DAC) care colaborează cu comisiile de profil de la facultăți și cea de la nivelul universității (Appendix 5).

Comisia pentru evaluarea și asigurarea calității (CEAC) de la nivelul universității coordonează aplicarea procedurilor și activităților de evaluare și asigurare a calității prevăzute de Lege și de hotărârile Senatului, formulează propuneri de îmbunătățire a calității pentru activitățile din universitate. Departamentul pentru Asigurarea Calității (DAC) este în subordinea Comisiei pentru evaluarea și asigurarea calității (CEAC) din Senatul universității. DAC asigură realizarea managementului calității, prin planificarea acțiunilor, elaborarea rapoartelor de autoevaluare și a documentelor specifice asigurării calității, instruirea personalului privind asigurarea calității, desfășurarea evaluărilor interne și externe.

La nivelul facultăților și departamentelor direct subordonate universității, care organizează programe de studii legal autorizate și legal acreditate, precum și la nivelul direcțiilor și secretariatelor sunt constituite subcomisii pentru evaluarea și asigurarea calității.

Facultățile și departamentele direct subordonate universității, organizatoare de programe de studiu legal autorizate/acreditate elaborează și adoptă propriile strategii și asigură funcționarea subcomisiilor proprii pentru evaluarea și asigurarea calității.

5.2. Modalități de implementare a politicilor de evaluare

USAMV din Iași aplică un sistem de management conform cu standardele EN ISO 9001:2000 și EN ISO 9001:2008 în domeniul serviciilor administrative, patrimoniale, financiar-contabile și de personal, sociale și de secretariat, care susțin procesele educaționale și științifice.



Preocupările echipei manageriale pentru asigurarea calității condițiilor de viață pentru studenți în conformitate cu standardele europene sunt exprimate și prin implementarea și certificarea SR EN ISO 22000:2005, care atestă că USAMV Iași aplică un sistem de management conform cu standardul menționat în domeniul serviciilor de alimentație publică derulate prin cantina-restaurant. Practicile de evaluare a calității la USAMV din Iași, exprimă modul de funcționare și măsura în care se ating obiectivele propuse pentru realizarea proceselor performante de educație și cercetare. Pentru evaluarea calității se ține cont de trei elemente importante: conformitatea, adecvarea la scopul propus, satisfacerea cerințelor studenților.

Asigurarea calității este parte integrantă a procesului de dezvoltare instituțională, de aceea USAMV Iași o include ca o componentă importantă în cadrul Planului strategic și al Planurilor operaționale. Rapoartele de evaluare internă elaborate de facultăți stau la baza întocmirii planurilor operaționale și ajustarea celor strategice.

Asigurarea calității proceselor de educație este realizată printr-un ansamblu de acțiuni concrete de dezvoltare a capacității instituționale de elaborare, planificare și implementare de programe de studiu performante, prin care se formează încrederea beneficiarilor de educație, că USAMV din Iași îndeplinește standardele de calitate și se preocupă permanent în acest sens.

Asigurarea calității exprimă capacitatea universității, facultăților, departamentelor și a altor structuri cu activități educative de a oferi programe de educație, în conformitate cu standardele propuse. Sistemul de evaluare a calității este conceput astfel încât să asigure realizarea următoarelor funcții:

- *îmbunătățirea activității curente* – evaluarea trebuie să fie oportună, să împiedice apariția disfuncțiilor majore și, în același timp, să arate foarte clar ce s-a realizat și ce nu în activitățile trecute;
- *asigurarea feed-back-ului pentru grupurile semnificative de interes* – rezultatele acțiunilor trebuie cunoscute de către toți actorii implicați în actul educațional și comunitate în ansamblul ei, cu scopul ca toate aceste grupuri de interes să poată judeca dacă “investiția” făcută a dus sau nu la impactul scontat și dacă merită continuată sau nu;
- *revizuirea și optimizarea politicilor și strategiilor educaționale de la nivelul universității* - pentru ca acestea să servească mai bine misiunii asumate.

Metodologia de asigurare a calității în educație include criterii, standarde de referință, indicatori de performanță și calificări și se bazează, în mod evident, pe calitatea resurselor umane, resursele materiale și financiare.

Un rol important în asigurarea calității îl are evaluarea internă și externă.

Evaluarea instituțională internă, realizată anual de către CEAC cu sprijinul DAC, este concretizată printr-un raport prezentat senatului universității și publicat pe site-ul universității. Rezultatele evaluării sunt valorificate printr-o analiză SWOT în vederea îmbunătățirii managementului sistemului de calitate.

Evaluarea internă a programelor de studii de către comisiile de calitate din cadrul fiecărei facultăți sau departament servesc pentru îmbunătățirea conținutului planurilor de învățământ.

Evaluarea externă a programelor de studiu se realizează periodic de către ARACIS. Pe parcursul ultimilor cinci ani au fost evaluate toate programele de studii de licență și master din universitate. În urma evaluării, cele 13 programele de studii de licență și cele 16 programe de master au fost acreditate.

Evaluarea activității de cercetare efectuată de cadrele didactice se realizează anual pe baza unor criterii stabilite la nivel de universitate. Evaluarea calității cercetării științifice se bazează pe nivelul științific al temelor de cercetare, a rezultatelor obținute prin acceptarea acestora în publicații prestigioase, cotate internațional.

Evaluarea cadrelor didactice se realizează periodic, prin:

- evaluarea colegială la nivelul departamentelor, pe grupe de discipline, responsabilitatea și monitorizarea evaluării colegiale revenind Comisiilor de evaluare anuală a personalului didactic, constituite la nivelul fiecărui departament;
- evaluarea de către studenți a cadrelor didactice după fiecare semestru de instruire, în baza formularelor aprobate de Senat;
- evaluarea managerială a cadrelor didactice de către directorul de departament pe baza fișei de evaluare elaborată de Consiliul de Administrație al universității;
- autoevaluare pe baza fișei elaborate de Consiliul de Administrație.



- Rezultatele procesului de evaluare sunt discutate de către decan, directorul de departament și persoana evaluată, fiind analizate individual, prelucrate statistic la nivelul departamentelor, facultăților și instituției și prezentate ulterior la nivel de facultate și universitate în vederea îmbunătățirii calității și a formulării de politici privind calitatea educației.

La promovarea personalului didactic se au în vedere rezultatele evaluării privind performanța în educație și cercetare, precum și alte activități prestate în folosul comunității academice, respectând reglementările în vigoare privind evaluarea și conferirea titlurilor didactice. Evaluarea cadrului didactic este luată în calcul și la acordarea distincțiilor, gradațiilor, stimulentele, precum și la stabilirea retribuției diferențiate.

Urmare a strategiei de implementare a managementului de asigurare a calității în ultimii cinci ani, USAMV din Iași a obținut, la evaluările externe următoarele rezultate:

- pentru anii universitari 2009/2010, 2010/2011 și 2011/2012 a obținut o finanțare suplimentară de peste 2 - 5 % față de finanțarea de bază prin depășirea indicatorilor de calitate stabiliți de UEFISCDI;
- la evaluarea instituțională externă efectuată de ARACIS în anul 2007, USAMV din Iași a obținut certificatul de "universitate cu grad de încredere ridicat";
- Comisia de evaluare externă din cadrul MECS pentru clasificarea universităților a încadrat USAMV Iași în categoria B – universitate de educație și cercetare științifică (locul 9 din 22 universități);
- prin evaluarea externă a programelor de studiu de către MECS, 6 specializări au fost ierarhizate în clasa A, 3 programe în clasa B, 3 programe în clasa C și un program în clasa E.

6. MANAGEMENT STRATEGIC ȘI CAPACITĂȚI DE SCHIMBARE

6.1. Politici de management strategic

Managementul strategic al USAMV din Iași se bazează pe analiza SWOT realizată la nivelul celor patru facultăți: Agricultură, Horticultură, Zootehnie și Medicină veterinară, pe cele 3 direcții de activitate (didactic, cercetare și administrativ), în scopul de a identifica punctele tari, punctele slabe, oportunitățile, dar și amenințările din mediile academic, economic și social și pentru a evalua capacitatea de schimbare și îmbunătățire a activității.

În ceea ce privește managementul universitar aplicat în USAMV Iași s-au respectat cerințele impuse de legislația națională și europeană.

Managementul aplicat în USAMV din Iași este abordat sistemic, evidențiat prin cumularea efectului a patru componente (*subsisteme*) distincte aflate, atât la nivel academic cât și la cel administrativ, respectiv: *metodologică, decizională, informațională și organizatorică*.

În conformitate cu prevederile Legii nr. 1/2011 au fost reorganizate structurile de management din universitate și s-au reactualizat Carta universitară, regulamentele, metodologiile și procedurile care stau la baza realizării unui management strategic performant.

6.2. Implementarea politicilor de management strategic

Structurile academice, competențele decizionale și modul de alegere a organismelor de conducere la nivelul USAMV Iași, principiile și normele specifice după care își desfășoară activitatea membrii comunității în spațiul universitar propriu, precum și reglementările privind activitatea personalului didactic auxiliar și tehnic-administrativ sunt descrise în Carta universitară, în Regulamentul intern și în Regulamentul general de funcționare.

Pentru ca activitatea desfășurată în universitate să fie eficientă, transparența decizională reprezintă o obligație asumată de conducerea universității. Deciziile sunt luate în concordanță cu principiile managementului participativ și pe bază de obiective, asigurându-se un dialog continuu între toți participanții la activitatea academică. În virtutea asigurării acestui tip de management, Rectorul universității, alături de ceilalți membri ai Consiliului de Administrație, au impus un mod de lucru deschis, prin care sunt analizate toate opiniile și părerile care privesc îmbunătățirea calității activității academice.



În demersul managerial studenții sunt considerați parteneri, fiind reprezentați în Senat, Consiliu de Administrație și Consiliile facultăților. Studenții din structurile de management academic reprezintă interesele acestora, sesizează problemele cu care se confruntă, colaborează și contribuie la îmbunătățirea situației comunității studențești.

Fundamentarea, elaborarea, implementarea, monitorizarea aplicării, evaluarea și corecția strategiei USAMV din Iași sunt preocupări constante ale managementului universitar. Astfel, anual, sunt prezentate în plenul Senatului rapoarte privind activitatea din USAMV, în care este evidențiat gradul de realizare a obiectivelor strategice, cauzele care au generat disfuncționalități și abateri, implicațiile acestora asupra potențialului de viabilitate managerială și economică a universității și recomandările strategico-tactice axate pe cauzele generatoare de puncte slabe.

Statutul de universitate de educație și cercetare științifică obligă la amplificarea dimensiunii strategice a managementului academic și administrativ, nu doar prin promovarea, ci și prin aplicarea efectivă și evaluarea managementului strategic prin prisma performanțelor reale.

Pentru atingerea obiectivului ca USAMV din Iași să fie clasificată ca universitate de cercetare avansată și educație, se urmărește dinamizarea activității de cercetare științifică a tuturor cadrelor didactice, cu un accent mai mare pe atragerea cadrelor tinere în colectivele de cercetare, realizarea de echipe interdisciplinare și orientarea cercetării științifice din universitate spre teme de interes major, prin programele europene de cercetare, în parteneriat cu universitățile UE și țările asociate la UE, precum și valorificarea rezultatelor cercetării prin publicații ISI.

7. CONCLUZII

Pentru a stabili cea mai bună direcție de urmat către progres și excelență academică s-a făcut o analiză punctuală a situației actuale și a problematicii cu care se confruntă echipa de management din USAMV din Iași, identificându-se punctele tari, oportunitățile, amenințările și riscurile generate de activitățile academice, administrative, economice și sociale.

7.1. Puncte tari

Universitatea oferă programe de studii performante pentru cele trei cicluri universitare: licență, master, doctorat.

Principalele programe de studii de licență sunt ierarhizate în clasele A și B.

Universitatea oferă programe de studii pentru învățarea continuă, prin specializări postuniversitare și studii postdoctorale.

În universitate activează cadre didactice competente cu experiență în activitatea didactică și de cercetare, cu apreciere și recunoaștere națională și internațională.

Universitatea are o imagine foarte bună în mediul academic, economic și social, la nivel local, regional și național.

USAMV din Iași este membru al AUF (Agence Universitaire de la Francophonie), EUA (European University Association), membru fondator al IAESTE (The International Association for the Exchange of Students for Technical Experience) și membru CASEE (Association for European Life Sciences Universities).

Deține centre de practică proprii bine organizate și acorduri de colaborare cu alte instituții și unități de profil prin care se realizează formarea profesională prin practică de specialitate.

Ponderea veniturilor atrase din alte surse de finanțare reprezintă peste 60% din bugetul total al universității.

Activitatea de cercetare aplicativă este complexă și interdisciplinară.

Universitatea dispune de infrastructură de cercetare modernă.

7.2. Puncte slabe

Accentuarea subfinanțării bugetare pentru activitățile de bază ale universității.

Dificultatea recrutării resursei umane pentru desfășurarea activității didactice și de cercetare, datorită constrângerilor legislative.



Supradimensionarea normei didactice și a numărului de studenți din formațiile de studiu datorită subfinanțării și numărului redus de cadre didactice.

Nivelul de pregătire eterogen al studenților generat de diferențele în calitatea pregătirii preuniversitare, mediul social, posibilitățile familiale și sociale.

La specializările nou înființate baza materială necesară pentru desfășurarea activității de instruire practică de specialitate este insuficient dezvoltată.

Rezultatele cercetării sunt modeste din cauza: lipsei personalului angajat pe cercetare, numărului redus de proiecte cu finanțare europeană, numărului redus de studenți masteranzi și doctoranzi implicați direct în contracte de cercetare.

Număr redus de articole publicate în reviste cotate ISI, număr redus de brevete de invenție.

Activitatea de transfer tehnologic a rezultatelor cercetărilor este deficitară.

7.3 Oportunități

Alinierea universității la programele naționale de perfecționare și reconversie profesională.

Atractivitatea crescută a unor programe de studii (MV, IEA, TPPA, CEPA, IMAPA).

Parteneriate și cooperări naționale și internaționale cu tradiție, dar și posibilități de extindere.

Interesul tinerilor și a angajatorilor din zonă, câștigată pe baza tradiției și calității, pentru majoritatea programelor de studiu din oferta educațională.

Alocarea de fonduri pentru cercetare aplicativă de către Comisia Europeană în cadrul PAC în perioada 2014 - 2020.

Creșterea cererii de cercetare aplicativă pe care o solicită mediul economic.

Stimularea performanței în cercetare datorită criteriilor de promovare stabilite de MECTS.

Creșterea numărului de masteranzi și doctoranzi în urma implementării sistemului Bologna.

Accesul liber la surse de informare și formare cu privire la dezvoltarea activității de cercetare științifică la nivel național și european.

Posibilitatea valorificării rezultatelor cercetării pe plan național și internațional.

Îndeplinirea condițiilor de eligibilitate pentru accesarea programelor de finanțare.

Existența unor posturi vacante cu posibilități de avansare a cadrelor didactice tinere sau a angajării de personal didactic nou.

Deținerea în folosință a unor baze de practică în diferite zone pedoclimatice.

7.4. Amenințări

Scăderea numărului de candidați din considerente demografice.

Neaplicarea temeinică și consecventă a principiilor și metodelor de management al calității.

Concurența învățământului universitar privat și a universităților cu tradiție din Europa.

Numărul mare de studenți care renunță la studii din diverse motive, inclusiv financiare.

Scăderea interesului și aspirațiilor cadrelor didactice, a cercetătorilor pentru autoformare și performanță în activitatea didactică și de cercetare datorită unui complex de factori (lipsa de motivare, posibilități materiale și recunoaștere a statutului în societate).

Riscul exodului cadrelor didactice tinere datorită veniturilor mici.

Lipsa unei legislații care să faciliteze angajarea tinerilor absolvenți.

Lipsa de atractivitate a carierelor în cercetare.

Globalizarea cercetării, intrarea în competiție cu universități și centre puternice de cercetare odată cu aderarea la U.E.;

Statutul incert al cercetătorului, îndeosebi în instituțiile de învățământ superior.

7.5 Plan de acțiune

Remediarea punctelor slabe

Intensificarea eforturilor pentru atragerea de fonduri extrabugetare pentru acoperirea subfinanțării.



Trecerea de la admiterea pe baza rezultatelor obținute în licee, la admiterea prin concurs pentru reducerea gradului de heterogenitate a pregătirii.

Dezvoltarea bazei materiale necesare destinate programelor de studii nou înființate.

Stimularea materială a cadrelor didactice pentru creșterea eficienței activității de cercetare științifică.

Accentuarea activității centrului de transfer tehnologic pentru a pune la dispoziția agenților economici, rezultatele cercetărilor aplicative.

Promovarea proiectelor de cercetare în parteneriat public – privat.

Consolidarea punctelor tari

Gestionarea rațională și eficientă a bazei materiale de care dispune universitatea.

Dezvoltarea și creșterea calității programelor de studii ierarhizate în clasa A și B.

Extinderea programelor de studii pentru învățarea continuă prin înființarea de noi specializări postuniversitare și studii postdoctorale.

Intensificarea eforturilor pentru promovarea cadrelor didactice tinere care îndeplinesc condiții de performanță.

Antrenarea cadrelor didactice tinere în echipe de cercetare complexe, interdisciplinare

Implicarea universității pentru rezolvarea unor probleme social – economice la nivel local, regional și național.

Extinderea acordurilor de parteneriat cu universități/instituții de cercetare recunoscute internațional.

Iași, 10 Octombrie 2012

**RECTOR,
Prof. Ph.D. Vasile VÎNTU**