

Annex 1 to Senate Decision no. 4670 of 12.06.2020

THE STRATEGIC PLAN

of

THE TECHNICAL UNIVERSITY OF CIVIL ENGINEERING BUCHAREST

For the period 2020-2024

June 2020

Preamble

The strategic plan of the Technical University of Civil Engineering Bucharest (UTCB) aims, for the period 2020-2024, to contribute to the continuous improvement of the education and scientific research processes, the study conditions for students and life on the university campuses, as well as internal and external services offered by UTCB. The strategic plan is addressed to the UTCB community made up of the teaching, research, teaching assistant, non-teaching staff, undergraduate, master's and doctoral students, as well as students from the didactic training, professional conversion and training and continuous professional development programs organized of university.

The strategic plan contains major goals that can be pursued and achieved over the next four years. A university is an extremely complex organism that cannot be subjected to sudden changes generated by radical decisions. Also, the experience of the last 30 years shows that the process of change generated by a perpetual, sudden and sometimes unassumed reform by the academic community can be a major obstacle to the progress of education and scientific research because it generates instability and unpredictability. For these reasons, the strategic plan aims to preserve everything that worked well in the period 2016-2020, to correct the dysfunctions observed and/or reported by the UTCB community and relevant stakeholders, and to capitalize on the opportunities foreseen. The strategic plan assumed by the UTCB community will be carried out by the executive, with the support of the university Senate and the entire academic community. The implementation of the strategic plan by the UTCB community, united in solidarity by the appreciation and love we have for the university, will ensure UTCB's successful future as a regional pole of excellence in education and research..

11 th of June 2020

Rector,

Prof. dr. eng. Radu Sorin Văcăreanu

Senate President ,

Prof. dr. eng. Alexandru Octavian Aldea

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1. Context

Technical University of Civil Engineering deals with a lot of challenges given by:

- the fierce competition with universities from the country and abroad for attracting students;
- the unstable legislative framework and its unpredictable changes;
- the fluctuating nature of the construction market in Romania with a major impact on the attractiveness of university studies in the field;
- chronic under-funding of education and research;
- competitive funding of research with preference in multidisciplinary fields that transcend traditional construction research;
- the modest interest of construction companies in Romania for research-development-innovation activities carried out in partnership with higher education;
- interuniversity competition for additional funding
- the social and economic effects in the short, medium and long term, still unpredictable and difficult to anticipate, of the coronavirus pandemic (COVID-19).

Our university responds to these challenges with an elite teaching and research body, students we are proud of, flexibility and adaptability to change and one of the biggest opportunities for the next period: our membership, through the EU-CONEXUS Project - European University for Smart Urban Coastal Sustainability - to the first 17 consortia forming the European Universities. The project is carried out by an academic consortium made up of six universities: Technical University of Civil Engineering Bucharest (UTCB), University of La Rochelle (LRUniv), France, University of Agriculture in Athens (AUA), Greece, University of Klaipeda (KU), Lithuania, Catholic University of Valencia (UCV), Spain and University of Zadar (UNIZD), Croatia. UTCB's academic community now has the opportunity of full European vocation through membership of the EU-CONEXUS European University.

EU-CONEXUS - European University for Smart Urban Coastal Sustainability - will be the only European transnational institution of higher education and research that will cover the issue of smart sustainable development of urban coastal areas from a global point of view, through approaches based on interdisciplinary, training vocational, innovative educational and research methods in the field of "blue growth".

The development of this project in the coming years will reshape educational and research activities, significantly increase the mobility of students and teaching staff, redefine campus life and strengthen the European membership of UTCB's academic community. The EU-CONEXUS European University project opens up for the Bucharest Technical University of Civil Engineering opportunities and collaborations on an unprecedented scale for a higher education institution in Romania, allowing the development of new educational and research services in an ambitious and value-generating initiative at international level.

The strategic plan for the period 2020-2024 contains elements of continuity from the period 2016-2020 and elements of novelty inherent in the adaptation to the immediate reality that will be combined with the innovative elements that will ensure the pioneering of the implementation of the European University concept in the EU-CONEXUS consortium.

UTCB's strategic plan for the period 2020-2024 starts from these challenges and opportunities and rests on three foundations: tradition, assumed mission and proposed vision.

Tradition

The founder of education in the Romanian language in Wallachia, the great enlightener and patriot Gheorghe Lazăr, establishes in 1818 in Bucharest, at the Sfântu Sava monastery, "an Academy with science, even in his mother's language", within which the first technical school appears where they were trained, in a special group, the first determined engineers.

The Technical University of Civil Engineering Bucharest is the continuation of the "School of Bridges and Bridges" (with a faculty degree) established in 1851 in Bucharest. In 1948, as a result of the Education Reform, the Faculty of Construction was separated from the Polytechnic School (which became the Polytechnic Institute) and turned into an independent higher education institution, called the Construction Institute of Bucharest. Starting with the 1994-1995 academic year, the Construction Institute became the Technical University of Construction Bucharest. ARACIS's institutional evaluations have awarded UTCB "High Confidence" each time.

Higher education in construction has decisively contributed to the development of modern Romania by forming a well-trained professional body that had prestigious achievements such as (the list is not exhaustive, but exemplary) the development of the housing, cultural, educational, sanitary, the national network of roads, bridges and railways, the development of the energy industry through the construction of dams, the rapid urban development of Romania, multipurpose industrial development through the creation of highly complex structures.

Mission

Starting from the social dimension of higher education and from society's need to benefit from quality educational and research services in the field of construction for its sustainable development, the fundamental mission assumed by *the Technical University of Civil Engineering Bucharest* is to be a national center training of new generations of specialists and performing scientific research in the field of construction.

Vision

The proposed vision is for UTCB to become an European benchmark for sustainable, resilient and intelligent constructions within the EU-CONEXUS European University.

2. Strategic directions and objectives

Guiding ideas

- Promoting and affirming the university as a European landmark of excellence in education and research in the field of sustainable and intelligent constructions within the EU-CONEXUS;
- Promoting and supporting excellence in education and research;
- The total opening of the university to the needs and demands of society and the strengthening of the link with industry;
- Rehabilitation of the university's heritage;
- Strengthening the prestige of the UTCB community and the construction engineer as well as strengthening the role of construction engineering in society.

Principles

- Efficient management in the interest of the UTCB community;
- Quality assurance and continuous management improvement
- the quality of educational and research processes;
- Freedom and academic responsibility assumed and aware;
- Excellence, autonomy and institutional self-regulation;
- Clear delegation of duties and responsibilities;
- Transparency of decisions;
- Decisional balance;
- Gradual change;
- Combating corruption, conflict of interest and disloyal competition

2.1. Education

Education is the essence of a university's traditional existence. For almost a decade, amid the demographic decline in Europe, there has been fierce competition with universities from the country and abroad to attract Romanian and international students.

The construction industry is experiencing remarkable technological advances and is progressively moving towards digitalization. Accordingly, UTCB will continue to adapt its study programs based on the current needs of society and the construction industry requirements.

Half a year ago, the *European University for Smart Urban Coastal Sustainability* project was launched, which will result in the creation of course modules for the undergraduate cycle and a master's study program, as well as the development of doctoral theses supported by the consortium academic EU-CONEXUS within the European University of the same name..

Given these opportunities and challenges, UTCB aims to
period 2020-2024 the following objectives and strategic directions:

- the continuation of the professional and sustained promotion of UTCB's educational offer by using the virtual environment with a major impact on candidates, emphasizing employment opportunities, examples of outstanding achievements and accomplishments of graduates and the social and cultural potential of Bucharest;
 - deadline: permanently
 - responsables: rector, vice-rectors, deans, vice-deans, directors of didactic departments, DGA
 - indicators: development of own platform of organization and management of admission to all three study cycles; increasing the partnership with ASCB to promote UTCB's educational offer; increasing the number of annual accesses to the UTCB website, Admission section, by 20%;
- attraction of high school graduates to UTCB from non-traditional geographical areas to undergraduate studies and graduates from other university centers to master's and doctoral studies in UTCB;
 - deadline: permanenty
 - responsible: rector, vice-rectors, deans, vice-deans, directors of didactic departments, DGA
 - indicators: continuation of FDI projects for attraction high school graduates from disadvantaged areas; increasing by 10% the number of students attracted from non-traditional geographic areas to undergraduate studies and graduates from other university centers to master's and doctoral studies in UTCB
- carrying out the external institutional evaluation by ARACIS and obtaining the qualification High Confidence Degree for UTCB;
 - deadline: July 2020
 - responsible: rector, vice-rectors, deans, vice-deans, directors of didactic departments, DGA
 - indicators: obtaining the Degree of Confidence qualification Raised for UTCB
- reducing the dropout rate in the first years of college by monitoring students at risk and looking for specific solutions;
 - deadline: September 2020, 2021, 2022, 2023

- responsible: didactic vice rector, student`s vice rector, deans
- indicators: 5% annual dropout rate reduction
- curriculum development of the course modules for the undergraduate cycle and the master's study program that will be supported within the EU-CONEXUS European University; the preparation of course notes for the undergraduate modules and the master's study program that will be supported within the EU-CONEXUS European University; the preparation of research topics for the doctoral studies that will take place within the EU-CONEXUS European University;
 - deadline: permanenty
 - responsible: rector, UTCB responsible for EU-CONEXUS minor, master and doctoral theses programs
 - indicators: development and running of study programs
- update of the strategic plan for the implementation of the process of internationalization of bachelor's/master's/doctorate studies;
 - deadline: September 2020
 - responsible: rector, vice-rectors, deans, DRI director
 - indicators: according to the strategic plan for the implementation of the process of internationalization of bachelor's/master's/doctorate studies
- stimulating internships within physical, virtual and mixed ERASMUS+ program mobilities, especially to EU-CONEXUS universities and expanding the double degree system with prestigious universities;
 - deadline: permanenty
 - responsible: vice-rectors, deans, DRI director
 - indicators: the annual increase in incoming mobilities and outgoing by 5%
- the continuation of the awarding of the annual awards for excellence in education;
 - deadline: permanenty
 - responsible: rector, Senate, vice-rectors, deans, directors of didactic departments, DMCDI director
 - indicators: the awarding of prizes in each academic year
- increasing the number of qualified doctoral supervisors;
 - deadline: permanenty
 - responsible: rector, didactic vice-rector and scientific research vice-rector, directors of CSUD and the Doctoral School, deans, directors of didactic departments
 - indicators: the annual qualification of at least two managers of doctorate

- diversifying the offer of postgraduate and master's studies (and their accreditation) according to the needs of the industry and, possibly, in partnership with it;
 - deadline: permanenty
 - responsabili: vice-rectors, director of the Department for Continuing Education, Entrepreneurship and Graduates (DECAA), deans, directors of didactic departments
 - indicators: the annual promotion of a new offer and annual activation of at least two courses
- urmărirea permanentă a procesului de reacreditare a programelor de studii;
 - deadline: permanenty
 - responsible: didactic vice-rector, deans
 - indicators: all accredited study programs
- the development of undergraduate and dissertation theses in partnership with industry or in co-supervision with teaching staff from universities with complementary specializations;
 - deadline: permanenty
 - responsible: didactic vice-rector and research vice-rector scientific, deans, directors of didactic departments
 - indicators: 5% of bachelor's and dissertation theses to be developed in partnership with industry or in co-supervision with teaching staff from universities with complementary specializations
- updating the procedural framework for the semester audit of the subjects by students as well as in the peer-review system in terms of the relevance and accessibility of the knowledge transmitted, compliance with the content of the subject sheets, the timetable and the assessment methods;
 - deadline: October 2020
 - responsible: didactic vice-rector, students' vice-rector, deans
 - indicators: fully functional online platform
- auditing and revising course sheets in line with labor market requirements and societal needs and ensuring a wider range of optional subjects, following regular consultations with students, graduates and employers;
 - deadline: permanenty
 - responsible rector, didactic vice-rector, deans, directors of didactic departments
 - indicators: at least five discipline sheets per program of study are reviewed annually

- **increasing the offer of educational materials available online and in UTCB library;**
 - **deadline: permanently**
 - **responsabili: vice-rectors, director of the Doctoral School, deans, directors of didactic departments, UTCB Library Director**
 - **indicators: 5% annual increase in educational offer**
- **rehabilitation and modernization of the educational infrastructure using structural funds;**
 - **deadline: 2023**
 - **responsible: rector, DGA and administrative structures in subordinates, vice-chancellors, project manager, FCFDP and FG deans**
 - **indicators: successful completion of rehabilitation and modernization works at the CFDPG building.**

2.2. Scientific research

Scientific research is an intrinsic component of UTCB's activity and an essential condition for university performance. The scientific research activity in UTCB has the following components: (i) fundamental and applied research; (ii) development (of innovative products and services) and (iii) innovation (transfer to the socio-economic environment of innovative products and services).

It is the relevance of research results, measured by publications in high-impact journals, grants/research projects won through competition, and patents recognized and applied in industry, that positions the university in rankings, scales additional funding, and confers academic prestige. Applied research, carried out for the industry or in partnership with it, is a mandatory objective and an explicit recognition of the value of the research collectives in a technical university and the usefulness of the RDI activities carried out. These arguments ensure that the concerns for scientific research have a privileged place among the activities of the university and a commensurate attention.

The collectives that have grouped around the research centers must permanently demonstrate their viability by submitting funding applications, carrying out grants/research/consultancy projects, organizing scientific events and relevant publications.

UTCB PhD students represent a very important resource of university research. It is absolutely necessary that doctoral supervisors ensure, at least for scholarship doctoral students, the involvement in projects/research grants/consultancy as an essential tool in the elaboration of theses resulting in valuable publications in prestigious international journals.

The financing of research from public funds is done through programs aimed at vast multidisciplinary subjects of major interest to society. Thus, the traditional approach of doing research in small groups of people with quasi-identical skills can no longer ensure the success of funding applications. Cooperation with industry for the development of projects is the link that ensures the complementarity of research topics and their funding.

From this perspective and also taking into account the types of funding programs mentioned above, UTCB's research / development / innovation competences address the following priority areas (which are not disjoint and are part of the broad concept of sustainability): (i) The Smart City , (ii) Energy efficiency and (iii) Disaster resilience. These three areas, assumed by UTCB's Strategic Plan, must continue to focus around them the human and material resources of the university. The previous consideration is reinforced by the implementation of the EU-CONEXUS European project which, in the research part, has an essential component related to the sustainability of constructions, a component which is primarily addressed to UTCB.

Taking into account the above-mentioned context, UTCB proposes for the period 2020-2024 the following objectives/activities for the management of the research activity:

– ensuring the necessary premises for carrying out research activities in transnational collectives within the European University EU-CONEXUS;

- deadline: December 2020

- responsible: rector, vice-rector scientific research, Scientific Research Council, directors of research centers, DMCDI director

- indicators: clustering of viable research centers around

those performing for the creation of institutes / laboratories that address the major research fields and that carry out multidisciplinary R&D activities within the European University EU-CONEXUS

– revising the UTCB regulations that regulate the CDI activity in accordance with the best practices of inter-institutional and international cooperation;

- deadline: permanent

- responsible: vice-rector for scientific research, the Scientific Research Council, the Senate, deans, directors of research centers

- indicators: completion of the process

– development of tools and skills for research activity

through projects financed from the Institutional Development Fund;

- deadline: permanent

- responsible: vice-rector for scientific research, responsible for FDI projects

- indicators: implementation of the process

– creating and institutionalizing strong partnerships with universities, research institutes, companies and commercial companies and innovative clusters strongly supported and motivated by industry for participation in research funding competitions;

- deadline: permanent

- responsible: rector, vice-rector scientific research, Council Scientific researches, deans, directors of research centers

- indicators: annual progress report

- diversification of the offer of specialized CDI services offered to the industry and the economic environment;
 - deadline: permanent
 - responsible: vice-rector for scientific research, the Scientific Research Council, deans, directors of research centers, directors of didactic departments
 - indicators: annual progress report
- sustained cooperation with UTCB graduates who have acquired an international scientific reputation;
 - deadline: permanent
 - responsible: rector, vice-rector for scientific research, deans, directors of research centers, directors of didactic departments, DMCDI director
 - indicators: 5% increase in the number of prestigious UTCB graduates involved in CDI activities
- increasing the responsibility of teaching departments and the Doctoral School for the scientific quality of doctoral theses and increasing the preliminary publishing requirements for the defense of doctoral theses;
 - deadline: permanent
 - responsible: vice-rector for scientific research, directors of CSUD and the Doctoral School, deans, directors of didactic departments
 - indicators: set of quality and publicity indicators and annual report on indicators
- the continuation of granting grants to doctoral students from the UTCB's own funds;
 - deadline: annually
 - responsible: vice-rector for scientific research, directors of CSUD and the Doctoral School
 - indicators: annual report on grants awarded
- promoting the research infrastructure and services offered by UTCB through the "National Register of Research Infrastructures" portal (ERRIS - Engage in the Romanian Research Infrastructures System);
 - deadline: permanent
 - responsible: vice-rector for scientific research, deans, directors of didactic departments, directors of research centers, director of DMCDI
 - indicators: annual report on infrastructures and services uploaded to the portal
- the use of databases for the unitary annual reporting of research results;

- deadline: permanent
- responsible: vice-rector for scientific research, deans, directors of didactic departments, directors of research centers, director of DMCDI
- indicators: data loaded into the operational base
- equipping and modernizing research and/or teaching laboratories using structural funds;
 - deadline: permanent
 - responsible: rector, vice-rectors, deans, directors of didactic departments, directors of research centers, DMCDI Director
 - indicators: the number of submitted projects and the number of projects won
- identification of funding sources for the rehabilitation of the research infrastructure at Murighiol in the context of the implementation of the EU-CONEXUS project;
 - deadline: December 2021
 - responsible: rector, vice-rectors, General Administrative Director, DMCDI director
 - indicators: progress report
- the continuation of the annual awards for research excellence;
 - deadline: permanent
 - responsible: Rector, Vice-Rector for scientific research, Senate, deans, directors of teaching departments, directors of research centers, DMCDI director
 - indicators: awarding of prizes every academic year
- ensuring access to scientific documentation resources by continuing the association with Anelis Plus 2020 and ensuring the financial contribution to this program; the use of EU-CONEXUS common documentation resources
 - deadline: permanent
 - responsible: rector, vice-rector scientific research, responsible UTCB AnelisPlus
 - indicators: annual progress report
- the concentration of valuable publishing resources on the UTCB journals "Romanian Journal of Transport Infrastructure" (ISI indexed) and "Mathematical Modeling in Civil Engineering" (with a view to ISI indexing by Thomson Reuters);
 - deadline: permanent
 - responsible: vice-rector for scientific research, the Council for Scientific Research, directors of the CSUD and the Doctoral School, directors didactic departments, research center directors, DMCDI director

- indicators: progress report
- Stimulating the organization of international and national conferences with international participation;
 - deadline: permanent
 - responsible: vice-chancellor for scientific research, the Scientific Research Council, directors of CSUD and the Doctoral School, directors of didactic departments, directors of research centers, director of DMCDI
 - indicators: progress report.

2.3. Quality assurance

The main strategic development direction of UTCB in the field of quality, for the period 2020 - 2024, is the consolidation of the existing quality assurance system and the development and expansion of Quality Improvement.

Since the Quality Management System has been implemented in UTCB for a long time and its operation has led to ensuring the quality of activities according to the requirements, the Quality Management Department has developed, and the university, faculties and departments have implemented the quality improvement process, a process that is a continuous one.

The objectives and activities that UTCB proposes in the field of improving the quality of the main processes, of education and scientific research and those related to them, in the period 2020 – 2024 within the general strategy of the development of the university are presented below.

– The establishment of databases at the university level and at the level of faculties, departments and other distinct compartments, with basic information on quality standards and national, European and international legal regulations in the field of quality, with a focus on academic quality in higher education and scientific research, technological innovation and development, as well as the permanent updating of this information.

- Deadline: permanent

- Responsible: UTCB Quality Management Department, Senate, deans and those responsible for quality assurance, UTCB internal auditor

- Indicators: databases for quality assurance.

– The inclusion of a separate chapter with standardized information and the main national and European legislative regulations regarding academic quality, in the future edition of the volume of Procedures and Documentation for the Management of Educational Processes, developed by the Department of Quality Management and the Board of Directors of UTCB and edited by Conspress publishing house.

- Deadline: December 2020

- Responsible: the UTCB Quality Management Department, the deans and those responsible for quality assurance

- Indicators: revised procedures and updated documentation

Establishment of periodic control by the UTCB Quality Management Department regarding implementation, application and operation

to all quality management procedures in the university and at the level of its component entities. Periodic analysis of the implementation and permanent application of quality management procedures at the level of faculties, departments and other components of UTCB, and the hierarchical reporting of the results of the analysis and conclusions to the deans and to the Director of the Quality Management Department of UTCB.

- **Deadline:** annually
- **Responsible:** Director of the UTCB Quality Management Department, Quality Assurance officers from faculties, departments and other departments of the university, deans, department directors and department heads, UTCB internal auditor
- **Indicators:** internal audit reports
 - The permanent, prompt and efficient updating of the quality management procedures, in order to correlate with any external or internal elements of the university, which require their modification. The permanent and prompt updating of the Regulations, Methodologies, Procedures and the University Charter in order to correlate with the internal or external evolutionary processes and with the new elements that require their changes.
- **Deadline:** permanent
- **Responsible:** Director of the UTCB Quality Management Department, the Senate, those responsible for the development of quality assurance procedures, the UTCB internal auditor
- **Indicators:** Regulations, procedures and documentation revised and updated
 - Ensuring the recertification of the Quality Management System based on risk management
- **Deadline:** permanent
- **Responsible:** Director of the Quality Management Department, Quality Assurance Officers from faculties, departments and other departments of the university, UTCB internal auditor
- **Indicators:** SMC certification.

2.4. Students

Students represent the essence of university existence and their satisfaction for the quality of the educational act as a whole is the control key for the fulfillment of the fundamental mission of the university. UTCB is a community centered on teacher-student partnership. Feelings of belonging to an academic community and of partnership constitute the essence of the student-university relationship.

The objectives of the strategic plan addressed to the students, based on the previous considerations, start from the excellent collaborative relationship based on permanent dialogue with the students, from the ideas for improving the UTCB processes promoted by the students of our university and from the analysis of the proposals formulated within the Forum of Student Organizations in Romania. In this context, UTCB proposes the following objectives/activities for the period 2020-2024:

- continuing the open dialogue with the students, while maintaining the balance of their relations with the rest of the UTCB academic community; continuing the excellent collaboration with the Association of Construction Students from Bucharest and diversifying the partnership with ASCB;
 - Deadline: permanent
 - Responsible: rector, vice-rector of students, Senate, directors of CSUD and the Doctoral School, DGA, deans, department directors, student representative
 - Indicators: UTCB-ASCB annual report
- developing a culture of feedback from students regarding the teaching activity and how they are evaluated by the teaching staff;
 - Deadline: permanent
 - Responsible: rector, vice-rector of students, directors of CSUD and the Doctoral School, deans, department directors, student representatives
 - Indicators: UTCB-ASCB annual report.
- consultation of student representatives from ASCB and Faculty Councils and Senate when appointing year and group mentors, as well as students from subject audit teams;
 - Deadline: permanent
 - Responsible: student vice-chancellor, student representatives
 - Indicators: Annual report
- analysis of the university's internal regulations that refer to students' rights and their permanent harmonization with national legislation; strengthening student representation in commissions for scholarships, accommodation and student camps

- **Deadline:** permanent
- **Responsible:** student vice-chancellor, Senate, DGA, student representatives
- **Indicators:** Annual report
- carrying out a study on the participation and interest of students in the activities of the Career Counseling and Guidance Center and the development of a set of directions to meet the needs of students highlighted in the previously mentioned study;
 - **Deadline:** December 2020
 - **Responsible:** student vice-chancellor, Counseling Center director and Career Guidance, student representatives
 - **Indicators:** study development
- unconditional and total support of volunteering, contests and student initiatives that contribute to increasing the level of professional knowledge and their entrepreneurial skills; stimulating the acquisition of skills, abilities and aptitudes in non-formal contexts by recognizing them, by developing a methodology for granting credits for volunteer activities that also takes into account the activities carried out within UTCB and ASCB
 - **Deadline:** June 2021
 - **Responsible:** rector, student vice-rector, student representatives
 - **Indicators:** progress report
- the constant development of "UTCB Alumni" and bringing graduates together of the university in the process of its promotion and development;
 - **Deadline:** permanent
 - **Responsible:** rector, vice-rectors, deans
 - **Indicators:** annual report
- the continuation of the organization of Construct Fest and the awarding of annual awards for students;
 - **Deadline:** permanent
 - **Responsible:** rector, vice-rectors, deans, student representatives
 - **Indicators:** annual progress report
- the integration of UTCB campuses in Smart Campus EU-CONEXUS; integration of UTCB students' cultural and sports activities into those of CONEXUS-EU
 - **Deadline:** permanent
 - **Responsible:** rector, vice-rectors, DGA, student representatives

- **Indicators: annual progress report**
 - standardizing accommodation conditions and increasing the number of suitable learning spaces (reading rooms) through investment works; transparent and joint management of accommodation operations by the administration and students designated by ASCB;
 - **Deadline: permanent**
 - **Responsible: vice-rector of students and vice-rector of heritage, DGA, student representatives**
 - **Indicators: annual progress report**
 - supporting the activities developed and implemented by the Student Enterprise Society (SAS); facilitating links between SAS and the private sector through the Advisory Council of UTCB; considering the possibility of obtaining additional credits for students who implement projects within SAS, credits to be included in the diploma supplement; the organization of semi-annual project competitions to reward students' innovative ideas in the field of entrepreneurship;
 - **Deadline: permanent**
 - **Responsible: vice-chancellors, SAS responsible, DGA, student representatives**
 - **Indicators: annual progress report**
 - the implementation of a section on the UTCB website where the reports, analyzes and positions of the ASCB and student representatives regarding student life in the university can be published;
 - **Deadline: permanent**
 - **Responsible: student vice-chancellor, student representatives**
 - **Indicators: annual progress report.**

2.5. Administration

The executive management of UTCB rests with the Board of Directors (CA) constituted according to law 1/2011. The rector has the decision-making powers according to law 1/2011 and represents the university in the relationship with the central and local authorities, with other universities and institutes and with society. The University operates on the basis of the legislation in force and in accordance with the University Charter, the Organization and Operation Regulations and the Internal Regulations. It appears necessary to revise the last two documents in order to increase the efficiency of the administrative activity in UTCB.

Regarding UTCB administration, the following are considered:

- revision of ROF and RI;
 - Deadline: December 2020
 - Responsible: the board of directors
 - Indicators: regulations approved by the UTCB Senate
- computerized process management;
 - Deadline: permanent
 - Responsible: vice-rectors, DGA
 - Indicators: annual progress report
- the inter-connection of existing IT modules for UTCB management processes and resources;
 - Deadline: December 2020
 - Responsible: vice-rectors, DGA
 - Indicators: progress report
- ensuring increased visibility and promotion of the university's interests through UTCB representatives in commissions/committees/councils of external bodies;
 - Deadline: permanent

- **Responsible:** the board of directors

- **Indicators:** annual progress report

– maintenance and development of UTCB heritage; completion of ongoing construction and rehabilitation works financed by the Ministry of Education and Research, as well as carrying out rehabilitation and modernization works using structural funds through the Regional Operational Program;

- **Deadline:** permanent

- **Responsible:** rector, patrimony vice-rector, DGA

- **Indicators:** annual progress report

– permanent updating of the UTCB website and promotion of the uniform visual identity of the university;

- **Deadline:** permanent

- **Responsible:** rector, vice-rectors, deans, department directors, DGA

- **Indicators:** annual progress report

2.6. Financial and personnel policy

Core funding is known to be insufficient for the university's current expenditure structure. Balancing the budget is done by calling on the university's own revenues, which has adverse effects on the institution's development prospects. Additional funding represents an insufficiently accessed source of income due to modest achievement of specific performance and quality indicators. Also, the own revenues constituted by study fees and management from contracts have decreased for reasons independent of UTCB (sharp demographic decline, defective and insufficient funding of CDI activities). These considerations lead to the need for (i) the effective use of core funding by activating the study programs requested by students and (ii) the increase of other sources of funding.

The teaching staff policy proposed by the departments must be coordinated by the rectorate and the Board of Directors, constantly and coherently following the UTCB's general strategy, the scientific and professional relevance of the teaching staff and the available financial resources. Regarding auxiliary teaching and non-teaching staff, I believe that there are specific situations in which redistribution of staff and/or responsibilities is necessary. In the context of the implementation of a larger number of projects financed from structural funds, there is a need to increase the number of staff employed on projects.

Taking into account the aforementioned, the following are considered:

- updating the organizational chart of UTCB;
 - Deadline: September 2020
 - Responsible: Board of Directors
 - Indicators: organizational chart approved by the UTCB Senate
- increasing additional funding by meeting the criteria and quality standards;
 - Deadline: permanent
 - Responsible: rector, vice-rectors, deans, directors of didactic departments
 - Indicators: progress report
- the efficient use of institutional funding by revising the volume of hours covered by the rules and, in particular, by paying by the hour and revising administration expenses; strict monitoring of compliance with the methodology for drawing up job descriptions; streamlining the administrative activity of the university and correlating the structure of auxiliary teaching and non-teaching staff with both the teaching staff and the available funding
 - Deadline: permanent
 - Responsible: rector, vice-rectors, deans, directors of didactic departments, DGA
 - Indicators: annual progress report
- the coordination by the Board of Directors of the personnel policy,

permanently and coherently following the UTCB's general strategy, the scientific and professional relevance of the personnel and the available financial resources;

- Deadline: permanent
- Responsible: the board of directors
- Indicators: annual progress report.

2.7. The link with society

The university's links with (i) central and local government, (ii) the construction industry, (iii) professional associations, (iv) non-governmental associations, and (v) the media are essential. They will continue the activities of the UTCB Consultative Council in which there are representatives from all these categories, its activity being a very important vector for the promotion and development of the university. UTCB's link with society will be maintained by continuing to organize the annual Construct Fest.

Our university will continue to support and get involved in the activity of the National Council of Rectors (CNR). UTCB will continue to fully participate in the activity within ARUT (Romanian Alliance of Technical Universities) to promote the values and interests of technical sciences. UTCB will continue to strengthen its ties with the Ion Mincu University of Architecture and Urbanism and with the construction faculties in the country to strengthen the position of construction engineering among the engineering sciences.

Consequently, for the period 2016-2020 UTCB proposes:

- strengthening the university's ties with (i) central and local administration, (ii) the construction industry, (iii) professional associations, (iv) non-governmental associations, and (v) mass media;
 - Deadline: permanent
 - Responsible: the board of directors
 - Indicators: annual progress report
- UTCB's involvement and support of ARUT and CNR activities;
 - Deadline: permanent
 - Responsible: the board of directors
 - Indicators: annual progress report
- strengthening ties with the Ion Mincu University of Architecture and Urbanism in Bucharest and with universities that organize study programs in the field of construction, by creating strategic partnerships to strengthen the position of construction engineering among engineering sciences;
 - Deadline: permanent
 - Responsible: the board of directors
 - Indicators: annual progress report.

– strengthening ties with the Ion Mincu University of Architecture and Urbanism in Bucharest and with universities that organize study programs in the field of construction, by creating strategic partnerships to strengthen the position of construction engineering among engineering sciences;

- **Deadline:** permanent
- **Responsible:** the board of directors
- **Indicators:** annual progress report.