




MINISTRY OF EDUCATION AND SCIENTIFIC RESEARCH
„OVIDIUS“ UNIVERSITY OF CONSTANTA
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 <p>„OVIDIUS” UNIVERSITY OF CONSTANTA</p>	<p>„OVIDIUS” UNIVERSITY OF CONSTANTA</p> <p>www.univ-ovidius.ro</p> <p>INSTITUTIONAL DEVELOPMENT STRATEGY OF „OVIDIUS” UNIVERSITY OF CONSTANTA 2012-2016</p>	Copy : 01
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I. MISSION AND OBJECTIVES OF „OVIDIUS” UNIVERSITY OF CONSTANTA

I. 1. MISSION OF „OVIDIUS” UNIVERSITY OF CONSTANTA

According to the university Chart, the mission assumed by ”Ovidius” University of Constanta is to provide a competitive and collaborative learning and research environment, intended to create, to maintain and to distribute knowledge towards society.

In order to accomplish its mission, „Ovidius” University of Constanta:

- a) ensures the students’ education for all three university study cycles, by means of specialized programmes;
- b) ensures the necessary infrastructure for the research and innovation process;
- c) participates to the development of the Romanian and universal sciences;
- d) contributes to the assertion of the national culture identity.

The university realizes its mission by:

- (1) ensuring the existence of a specialized research and teaching staff;
- (2) forming specialists with superior education for teaching, science and culture, economical and social activities at national and international level;
- (3) performing research, development, innovation activities, competitive at national and international level;
- (4) asserting as a promoting centre for the European international cooperation relations within the Black Sea area, according to the multiethnic, multi-confessional and multicultural particularities of the region;
- (5) promoting the educational study offer of the university in order to increase the amenity of the study and joint-degree programmes and of interdisciplinary research;
- (6) diversifying the scientific and institutional cooperation programmes;
- (7) diversifying the doctoral studies offer and promoting the PhD with joint guardianship;
- (8) promoting the international mobility activities for the university community members;
- (9) significantly increasing the number of scientific publications of „Ovidius” University of Constanta, internationally ranked, as well as the number of publications (books, studies) at speciality publishing houses .

I. 2. OBJECTIVES OF „OVIDIUS” UNIVERSITY OF CONSTANTA

The strategic objectives are defined and identified starting from the present day multidisciplinary profile of „Ovidius” University of Constanta.

Objective no. 1. To promote the science within the spirit of ethics, justice, democracy and tolerance values in order to assert itself within the European university space.

Objective no. 2. To ensure a transparent educational process, based on the idea of respecting the diversity in the learning process, by promoting the intercultural learning.

Objective no. 3. To implement, to develop and to effectively and continuously improve the quality management system, its functionality at all structures level within the institution,

especially by involving all the interested parties into the quality assurance system: teaching staff, students, and PhD students, representatives of the social and economical environment.

Objective no. 4. To reinforce and develop the real estate patrimony belonging to the University, that is, educational and research spaces, by a permanent fundraising from complementary financial support, as well as European fundraising for developing the existing research facilities.

Objective no. 5. To establish applied research partnerships with the economical agents and with the public authorities in order to increase the entrepreneurial dimension of the university.

Objective no. 6. To initiate some professional education programmes intended for the remarkable students and to valorise the performance accomplishment abilities.

Objective no. 7. To increase the partnership relations on learning and research projects with Higher Education Institutions from the national and international area.

Objective no. 8. To realise an efficient management regarding the relations with the students.

Objective no. 9. To use of the informational technology by the teaching staff and students.

Objective no. 10. To increase the number of foreign students by establishing study programmes with teaching in languages of international circulation.

Objective no. 11. To contract collaboration partnerships between the university and the economical agents of the region.

I. ACADEMIC MANAGMENT

With regard to the academic part, the main development directions have as aims the following:

Objective no. 1. The compatibility of the study programmes with the European ones and the orientation of the disciplines' content in order to ensure the students the necessary skills to integrate within the national/international labour market.

Objective no. 2. The development and the diversification of the interdisciplinary bachelor and master study programmes, the organization of new types of post-university or speciality studies, ensuring the compatibility of the educational offer of the university with the stipulations of the National Framework of Qualifications within Higher Education Area.

Objective no. 3. To establish inter-university partnerships and study programmes with joint guardianship, especially with regard to the doctoral studies, in order to ensure the constant development of the Doctoral Schools.

Objective no. 4. To introduce an internal mechanism for analyzing the opportunity of launching new study programmes, which will have as target the attraction of foreign students, but also the efficiency of the programme from the perspective of the evolution of the national and international labour market.

Objective no. 5. To stimulate and to develop some continuing education and professional development programmes according to the labour market requests.

Objective no. 6. To support the elaboration of didactic materials for students.

Objective no. 7. To improve the activities of transmitting the information within the learning process focused on student, by developing a close partnership relation with these in order to ensure the quality of the educational activities.

Objective no. 8. To implement and develop a *tutoring* programme in order to identify and solve the urgent problems of the students.

Objective no. 9. To develop the counselling and orientation system for students and other interested persons.

Objective no. 10. To support the activities organized by students.

Objective no. 11. To adapt the proper forms for the admission test in order to select the most qualified students.

Objective no. 12. To intensify the efforts for a continuing digitizing of the learning process.

Objective no. 13. To organize in good conditions the speciality practice of the students.

III. MANAGEMENT OF THE EDUCATIONAL OFFER FOCUSED ON STUDENT

The need of updating the didactic activity implies the reconsideration of the student's status, his placement within the centre of the university didactic activity and *the movement from a mainly informative education towards a formative education*, directed towards the competence creation. *The student* should remain a partner in the educational process and he should be supported permanently, in order to become a person able to be useful in a field of the economical, social and cultural life. The objectives assumed for the period 2012-2016 in this direction are:

Objective no. 1. To adjust the educational offer to the changes of the social and economical environment by identifying the real requests and expectations regarding the competences of each study programme graduates, by correlating these with the university's experience and the national and international practice;

Objective no. 2. To update the disciplines' files and the courses' content at the same time with the promotion of some modern education and development methods;

Objective no. 3. To provide also the didactic materials in an electronic format in order to facilitate the access to the teaching-learning activity contents;

Objective no. 4. To configure the students' skills so that they acquire a lifelong learning;

Objective no. 5. To increase the practical activities proportion within the university curriculum;

Objective no. 6. To introduce a form of evaluation carried out by students, graduates and employers regarding the structure and the quality of the educational performance and of its results and, as a consequence, their improvement.

In order to stay competitive within the context of the actual global economy, „Ovidius” University of Constanta puts a great deal of effort to support the students during the teaching – learning activities by the means of the services they offer in order to diminish the school dropout.

In this sense, it was established the Educational and Professional Counselling Centre and Continuing Professional Education and Development Centre. The university is strongly, socially and dynamically involved in the initial education of the students, helping them choose their future career and also in performing their preparation from this perspective. It is widely known the important role played by the university within the knowledge society.

„Ovidius” University of Constanta has an absolute privilege among the other educational institutions from Dobruja, this being the place where the theory encounters the practice within the area of interest, at the same time with the freedom of giving ideas.

In order to create the necessary conditions of a Higher Education area focused on student, „Ovidius” University of Constanta applies, with regard to the evaluation of university activities for the students of all the specialities from all the education forms, the European Credit Transfer System – ECTS. According to European Credit Transfer System, it is realized both the transfer of the professional results obtained by their own students from all the education forms and the transfer of the professional results obtained by the students from inside the country and abroad universities. The system of acknowledging the education’s results can bring an alluring and long perspective to anyone who wants to get a university title.

The initial education is useful both for the professional career and for continuing the studies at higher levels. „Ovidius” University of Constanta is engaged in lifelong education. The institution has the advantage of integrating the education mission with the students’ orientation one, this being one of the aspects of the development as a higher education institution.

The Career Counselling and Orientation Centre offers the students and graduates of „Ovidius” University of Constanta information, counselling and orientation services free of charge regarding the way of approaching problems related to the future career, so that these to be helped in taking the right decisions regarding the career they choose, the job or the education forms. The Centre offers a wide range of services addressed not only to students, but also to the university teaching staff or the not-didactic staff.

The important objectives of the Counselling and Orientation Centre are:

Objective no. 1. To assist the students in establishing the professional itinerary by choosing the study programmes;

Objective 2. To identify the needs of continuing education and to organize optional courses for students;

Objective 3. To make the person compatible with the proper career profile;

Objective 4. To support the study programme coordinators in order to match the graduates’ competences with the labour market requests;

Objective 5. To educate and develop the integration skills on the labour market. The students’ education at „Ovidius” University of Constanta becomes part of the society’s dynamic and of the development of the didactic and auxiliary staff. Because of the fact that the youth needs cultural and professional models, university has intended that, by the means of a careful planning and an efficient management, all the students to beneficiate of an education beyond the standards, having at the same time specialized teaching staff, with a rich experience, who know how to support the image of the university environment and to blend the modernity with quality teaching. The training of the teaching staff contributes to the improvement of the teaching performance, of the school culture and the interpersonal relations.

Continuing Professional Education and Development Centre of „Ovidius” university of Constanta (CPEDC) organizes and runs professional instruction and education programmes for adults.

The mission of CPEDC is to promote, to run and coordinate all the teaching activities/programmes/courses regarding the professional instruction and education of adults. The professional instruction and education of the adults has as main targets:

Objective no. 1. To facilitate the social integration of the persons according to their professional desires and the necessities of the labour market;

Objective no. 2. To train human resources able to contribute to the raise of the labour force competitiveness;

Objective no. 3. To update the knowledge and to improve the professional training for the main qualification, as well as for the related ones;

Objective no. 4. To change the qualification, determined by the economical reorganization, by the social mobility or by the changes of the work ability;

Objective no. 5. To acquire advanced knowledge, methods and modern procedures necessary for fulfilling the work duties;

Objective no. 6. To promote the lifelong learning.

„Ovidius” University of Constanta, by the means of CPEDC, as a flexible structure regarding the professional instruction and education, consolidates the partnership with the business environment by negotiating its platform concerning the education and the qualification of the employed staff, consultancy for the new employees recruitment field, as well as the initiation, in association with the Distance Learning and Part Time Learning Centre (<http://idifr.univ-ovidius.ro>), of a competences determination and education programme and, within the DL and PTL technology, as well as of a e-learning platform for professional instruction and education courses dedicated to the business environment.

The Distance Learning and Part Time Learning Centre (DLC-PTL) coordinates the initiation, the development and the management of the DL-PTL study programmes, in association with the faculties which have accredited study programmes for this learning forms. In order to accomplish its mission, The Distance Learning and Part Time Learning Centre ensures:

Objective no. 1. Continuing application and adjusting of the internal rules of DL-PTL to the specific legislation of DL-PTL and continuing improvement of the rules and the criteria which refer to the organizing, implementation and functioning principles of the DL-PTL higher education system;

Objective no. 2. To improve the students information activities regarding the study programmes offered within the DL-PTL study programmes and the diploma type obtained when graduated;

Objective no. 3. To improve the communication infrastructure between the students and the teaching staff by the means of modern technological devices and to continue with the efforts of finishing to implement the electronic e-Learning Platform as a support of the DL-PTL didactic activities;

Objective no. 4 To integrate, within the electronic Platform content, the evaluation system of the DL-PTL learning forms and of the teaching staff by the students enrolled at the DL-PTL forms;

Objective no. 5 To enhance the improvement activity within the DL –PTL technology for the teaching staff and for the auxiliary and administrative teaching staff, involved in the running of the RID-DL and of the DL-PTL study programmes, according to an annual instruction planning;

The aim of visibility and the international impact determines „Ovidius” University of Constanta to reward and to support the *study programmes from the A category* (especially, the

excellence ones, which are on the first or the first three places within the country) and to monitor and stimulate the B-E categories in order to develop and to impel them to a superior category.

This way, „Ovidius” University of Constanta, as any other *top university*, will attract students from all over the country and from other foreign countries.

IV. RESEARCH, TECHNOLOGICAL DEVELOPMENT, INNOVATION AND ARTISTIC CREATION MANAGEMENT

IV. 1. Strategic objective

Having in view the mission assumed by „Ovidius” University of Constanta, that is, to develop a competitive and collaborative environment for education and research meant to create, to maintain and distribute knowledge towards society, the *strategic objective* regarding the research, the development and innovation is to assert the university as a regional leader within the fundamental and applicative scientific research field and of the artistic creation. The avant-garde scientific research will continue to be defining for the university’s evolution towards the top universities class, which takes part dynamically to the debate of the fundamental issues, the problems and the major challenges of the Romanian society and the contemporary world.

In order to maintain its gained status, „Ovidius” University of Constanta has to focus more, in the future, on the research-development-innovation, artistic creation and sport performance activities. Having in view the more intense competition with regard to the fundamental research funds, finding a financial support in the economic business and local administrative environment for the applicative research, technological development and innovation activities, should be a point of interest among *the specific objectives*. In this sense, it is necessary that the research-development-innovation activities to be actually supported, by encouraging the performance and stimulating the establishment of a critical mass both with regard to the human resource and the infrastructure. Also, we have in view the establishment and the consolidation of national and international partnerships, which could use together both the knowledge and the means of operation.

Considering the research opportunities, by accessing the European funds, the university aims to establish an advanced research Institute in biotechnologies, in order to valorise and to integrate the results obtained within the research centres from the university’s faculties.

IV. 2. Specific objectives

Specific objective no. 1 Orientation of the scientific research towards the fields with priority within the national strategy of research and development, focusing on the fields where „Ovidius” University of Constanta is well represented:

- Medicine and natural sciences
- The technologies of the information society (mathematics and applied computer science).

- Environment and sustainable development (Environmental Chemistry, Ecology and Construction Engineering).
- Energy (materials, devices and energetic, regenerative and not-polluting systems).
- Agriculture and food-security (Agriculture and Food Chemistry).
- Materials, innovative processes and products.
- Human and social-economic researches.
- Artistic creation and sport performance.

Specific objective no. 2 Development of research-development-innovation infrastructure of the university:

- Creating an advanced research Institute within the biotechnology field to generate knowledge from the performance excellence groups and from the strategic groups.
- Within the Medicine School it will be established and implemented „The research-development centre for the genetic and morphologic study with regard to the malignant pathology” as the unique centre of research and development from the South-East region.
- Acquisition, by the means of a coherent politics at the level of the entire university, of research infrastructure of a top level general interest and the common use of it by large groups of researchers (by the means of the national programmes and by our own efforts)
- Establishment of a data base regarding the existing research infrastructure in the university.
- Enhancement of the consultancy and management ability of the Research Department, by the development of the Offices that are working within this department: the Consultancy Office for elaborating the scientific research projects and the Assistance and Monitoring of the Projects Office.
- Facilities for publishing articles and studies in ISI indexed magazines and, also, in magazines that are indexed in top international database.

Specific objective no. 3 Development of the human resource involved in the research-development-innovation activities

- To increase the number of the persons involved in research activities by attracting young students and teaching staff.
- To establish multi, inter and trans-disciplinary scientific, research and artistic creation centres by attracting here the most skilful research groups from „Ovidius” University of Constanta and also the researchers from other university centres, both inside the country and abroad.
- To attract in these research/artistic creation centres young teaching staff and students/graduates, remarkable by good results and who prove skills for the research/artistic creation activities.
- To include the young teaching staff with good results within the research field, in a profile interdisciplinary department and to finance the costs for publishing an article per person in ISI magazines with relative influence score.
- To organize national and international scientific activities in order to ensure the assertion of the research and teaching staff of the university.

- To accredit new doctoral fields and to certify new PhD supervisors.
- To stimulate the teaching staff in order to take part to research activities by: information and education within the drafting research projects and scientific papers elaboration field, by offering stimulant rewarding measures, by participating to conferences, etc.

***Specific objective no. 4** Development of a partnership with the social and economic environment for research-development-innovation activities, but also for consultancy and technological transfer.*

- To set up a cluster named Innovative Bio-cluster for bio-economy applied by the means of advanced biotechnologies, with the aim of supporting the university's mission assumed through the Chart, namely to transfer and valorise the knowledge towards the economical and social environment. As a consequence, this cluster has as a purpose the enhancement of the economic performance of the participants to this type of partnership by increasing the competences inside the organization, by the common support of the research and development services. The cluster intended to be established is meant to function as a key drive with regard to the transfer and the valorisation of the research results obtained within the advanced research Institute in the biotechnology field by the economic agents, members of the cluster. Companies and institutions with an interest in the biotechnology field, in the Medical and pharmaceutical biotechnologies subfields, Environment biotechnologies, Agro-alimentary biotechnologies and Bio-analysis are invited to become members of the cluster.
- To promote partnerships with the local and regional authorities for developing common projects, addressed to the community.
- To promote partnerships with the economic and local business environment.
- To participate, in association with the SME representatives, to the projects designed for them.

***Specific objective no. 5** Diversification of the funding sources for the research-development activities*

- To support the participation to the research-development-innovation national (launched by **CNCS**-National Research Council and **CNDI**) and bilateral (launched by **ANCS**) competitions.
- To support the participation to the research-development-innovation international competitions (EU – by means of the 2020 Horizon programme, **NATO, COST, AUF** etc.)
- To encourage the orientation of the research-development-innovation activities both towards the problems of the regional economical agents and of getting funding from them.
- To facilitate the technological transfer and the spin-off or start-up firm establishment.
- To attract funding for exceptional investments with European funds.

Putting into practice this strategy leads to the enhancement of the performance indicators values for the research-development-innovation activities. The following are foreseen:

- The annual increase with at least 5%, at university level, of the institutional performance indicators values established by MECTS.
- The annual increase with at least 5% of the incomes from research-development-innovation contracts and services
- The participation to national consortia and to European research-development-innovation programmes.

V. STRATEGIC MANAGEMENT AND RELATION WITH THE REGIONAL PARTNERS

„Ovidius” University of Constanta has as purpose to assert itself as a regional leader within the education and research field, but at the same time to remain rooted within the community. As a consequence, an important objective is to answer to the community needs, to develop partnerships with the economical agents, with the local authorities, with the civil society in order to contribute to the entire region progress.

The strategic objectives we want to achieve are the following:

Objective no. 1. To accomplish an institutional analysis in order to determine the organizational weak points of „Ovidius” University of Constanta and to elaborate some rationalisation proposals of the organization, which will turn into strategic objectives, part of „Ovidius” University of Constanta 2016-2020 Strategy.

Objective no. 2. To implement some standard mechanisms and procedures for substantiating the decisions taken at the university’s level.

Objective no. 3. To create a consultative structure, named the Businessmen Forum, in order to allow the mutual information, the common strategic planning and the action synergy between the university, the business environment and the non-governing organizations.

Objective no. 4. To establish a regional research and sustainable development Institute.

Objective no. 5. To accomplish some analysing and optimizing procedures of the organizational structure, which could optimize the relationship of the departments within „Ovidius” University of Constanta Institution.

Objective no. 6. To provide, within the collaboration partnership with the County School District of Constanta, some projects that have as a target the efficient use of the existing multimedia resources in the school institutions from the pre-university education.

Objective no. 7. To implement some impact projects from the perspective of a regional sustainable development, focusing on the management of the touristic destinations from the Black Sea coastline and from the contiguous areas of the Constanta County.

Objective no. 8. To elaborate guidebooks, schoolbooks, to organize identification actions, to promote and disseminate actions of the good practices, the innovation and network within the public administration.

VI. INTERNATIONAL RELATIONS

With regard to the objectives within the International Relations field, we propose the following strategic objectives:

Objective no. 1. To consider/ take into account new collaboration possibilities – on multiple levels – with other universities, inside the country and abroad, in order to ensure some common academic activity programmes.

Objective no. 2. To intensify the students and teaching staff exchange, as well as the organization in cooperation with some academic education forms within the CCEPUS and ERASMUS+ programmes.

Objective no. 3. To establish university Consortia.

Objective no. 4. To support and coordinate the elaboration of inter-university collaboration programmes.

Objective no. 5. To make the university education and instruction programmes internationally known.

Objective no. 6. To participate to conferences and to the meetings of the international relations coordinators.

Objective no. 7. To develop and to consolidate the relations between the University and the economic environment, in order to identify the scientific areas of particular concern and to prepare the labour force

Objective no. 8. To develop international mobility, such as *teaching staff mobility*

VII. QUALITY MANAGEMENT

Within „Ovidius” University of Constanta, there is a continuous concern for developing and maintaining the quality, by the means of all the interested parties’ participation. Thus, providing quality will be a priority objective within the activities performed at „Ovidius” University of Constanta for the period 2012-2016.

The strategic objectives we want to accomplish within the period 2012-2016 are:

Objective no. 1. The institutional evaluation of „Ovidius” University of Constanta by the European University Association (EUA), within the project “Performance in Research, Performance in Teaching, Quality, Diversity and Innovation in Romanian Universities” in 2013;

Objective no. 2. The periodical external evaluation of „Ovidius” University of Constanta by the Romanian Agency for Quality Assurance in Higher Education (ARACIS) in 2015;

Objective no. 3. The effective and continuing implementation, development and improvement of the quality management system, of its functionality at the all structure levels of the institution;

The objective no. 4. To make efficient the collaboration and consulting relations within all internal structures;

Objective no. 5. To involve all the interested parties within the quality assurance system: teaching staff, students, master students, PhD students, representatives of the social and economical environment;

Objective no. 6. To involve and make responsible the students within the quality assurance system, both from the perspective of beneficiaries and as partners to the teaching performance;

Objective no. 7. The periodical organization of some education, instruction, qualification of the staff sessions regarding the requests of the Quality Management System, but also of some dissemination sessions for the good practices of the teaching - learning quality assurance process through research-development-innovation;

Objective no. 8. To establish a department where evaluators/experts could act (consisting especially of the teaching staff members of the Speciality Commissions of ARACIS) at the level of „Ovidius” University of Constanta;

Objective no. 9. To promote a quality culture by organizing some scientific activities dedicated to the quality management and to the dissemination of the good practices (workshop regarding the quality assurance);

Objective no.10. To organize some dissemination and awareness actions for the entire academic teaching community on the functioning importance of the Quality Management System;

Objective no. 11. To initiate, to revise the regulations and the procedures specific to the Quality Management System according to the operational legal requests/the normative documents, with the scope of facilitating their implementation within the institution;

Objective no. 12. The continuing enhancement of the auto-evaluation process for obtaining positive qualifications at the evaluations carried out by the national and international of quality assurance agencies ;

Objective no. 13. To establish a cross auditing process (on fields) at faculty level;

Objective no. 14. To participate to conferences and scientific activities dedicated to the quality assurance question within the academic environment.

Objective no. 15. To establish a „Good practices Guide” regarding the higher education process quality assurance;

Objective no. 16. To create a transparent and solid data base regarding the higher education quality assurance at „Ovidius” University of Constanta.

VIII. MATERIAL BASIS AND INFRASTRUCTURE OF „OVIDIUS” UNIVERSITY OF CONSTANTA

The material basis of „Ovidius” University of Constanta constitutes an important objective, since the university’s performances depend on the laboratory endowment, on the educational spaces condition, on the work conditions ensured by the academic communities.

We propose the following objectives for the *development and the modernization of the material basis*:

1. To participate to POC Competition in order to access European funds to establish the building and the material basis specific for the advanced research Institute within the biotechnology field, qualifying in the official calendar of the funding programme.
2. To continue the works for the investing „Educational Spaces Module 3” Objective, starting up until 31 of December 2016.
3. To endow with furniture and means of operation the educational spaces from the paragraph 1, until the 31st of December 2016.
4. To continue the works for the objective „The extension of the educational spaces through mansards on the east wing at the rector building, Mamaia Avenue, no. 124, starting up in June 2015.
5. To endow with furniture and laboratory means of operations the educational spaces newly created by mansards, until June 2015.
6. To increase the occupation level of the educational spaces as property of „Ovidius” University of Constanta by a judiciously organization of the schedules,

- so that a space reallocation to be gradually realized in order to fulfil the educational spaces request for all the university's faculties.
7. To start the consolidation works for the Western wing of the rector building from Mamaia Avenue, no. 124. Deadline 31st of December 2016.
 8. To start the works for the investing „University's chapel – Educational spaces of the Faculty of Theology” objective and their accomplishment on 31st of December 2016.
 9. To build a multi-use sports base with the administrative wing in the university Campus, Aleea Universității, no. 1 and its start up on 1 of October 016.
 10. To build a transformation post for the Sports Base of the Physical Education and Sport Faculty until 1st of October 2016.
 11. To establish the Didactic Farm for the Natural Sciences and Agricultural Sciences until 1st of October 2016.
 12. To continue the implementation of an integrated information system of monitoring the incomes, the expenses and management, EMSYS, at the entire organizing structures level of the university until 31st of December 2015 and the establishment of the automatic data transfer with UMS system.
 13. To continue the implementation of the E-learning platform for the study programmes which support students for the Distance Learning and Part Time Learning programmes.
 14. To develop a virtual Library by acquiring new computers and to contract new subscription for the international libraries. Undetermined period.
 15. To develop the existing information system of „Ovidius” University of Constanta, by focusing on the data and the process security, and also by ensuring the unlimited access to information in order to accomplish the work tasks and the learning process. Undetermined period.
 16. To continue the endowing process for the research and didactic laboratories with modern means of operation in order to support a qualitative education, an applicative and fundamental research, by accomplishing the necessary procedures for funds accessing by means of the 2014-2020 Regional Operational Programme, the Priority Axis 10.
 17. To develop/ enlarge the spaces intended for the archive of „Ovidius” University of Constanta. Undetermined period.
 18. To build a canteen in the campus of the „Ovidius” University of Constanta. Al. Universității, by accessing funds through the 2014-2020 Regional Operational Programme, the Priority Axis 10.
 19. To assess the efficiency of the existing material basis use by temporary renting the available spaces or the technical endowment, which works temporary or permanently at full capacity.
 20. To develop/ enlarge the own maintenance workrooms by reemploying qualified working personnel and work equipments in order to reduce the contracts with third parties for the maintenance and the reparations of the university's material basis.
 21. To develop a video monitoring system in order to diminish the security expenses and the objectives' security until 31st of December 2015.
 22. To establish an information visualisation platform of the inventory and some technical characteristics for the material basis, which can support fundamental and applied research at „Ovidius” University of Constanta.

23. To implement a unitary and coherent management of the resources of „Ovidius” University of Constanta (spaces, research equipments, etc.)
24. To initiate, under the supervision of the Projects Department of European funds, a sustainable plan for elaborating, approving and launching in the competition of European funds projects, in order to enhance the material basis of „Ovidius” University of Constanta.
25. To establish, with European funds, the necessary infrastructure for producing green energy from alternative sources in order to reduce the natural gas and electric energy consumption with 30% until the end of 2016.

The activities performed at „Ovidius” University of Constanta have as financing sources: basic financing, complementary financing and their own incomes from the higher education activities, scientific research, micro-production, canteens and accommodation, as well as the external funds for financing projects.

Granting the sums for complementary financial support (capital reparations, endowment and some other expenses for investments, subventions for accommodation-canteen) and the basic financing is made in compliance with the institutional and complementary contracts between MECS and „Ovidius” University of Constanta.

The main objective is to ensure the basic financing consisting of the sums given to the university by MECS according to the number of equivalent students, next to a creative financial strategy which could allow the attraction of extra-budgetary resources and lead to an increase of the latter proportion within the total of the financial resources the university has at its disposal.

In order to accomplish this objective we will focus on the following aspects:

1. to allocate financial resources the university has at its disposal in relation to the institutional development strategy and on sustainable grounds;
2. to manage carefully the financial resources of the university, considering the present day economical situation;
3. to develop a „full-costing” system which can allow the real total costs emphasis for the entire activities of the university, including the one from research and emphasizing their ongoing ability on amenable grounds;
4. to implement the research results within the economic environment and getting supplementary financial resources by valorising them;
5. to intensify the collaboration between the university environment and the business one, the local authorities;
6. to support the laboratories for getting accreditation or for maintaining it in order to get the financial resources as a consequence of the service rendering for the university community members or for the third parties;
7. to endow the Publishing House with equipment so that to be achieved the increase of the print quality. The elaboration of a development strategy for the Publishing House comes on the first place in order to achieve the quality increase of the rendered services for the university community and for the third parties within economical efficiency conditions.

Other objectives have as target:

- ◆ to diversify the financing sources in order to increase the proportion of the extra-budgetary resources;
- ◆ to increase the financial contribution from grants and contracts;

- ◆ to develop and to apply a rigorous policy to streamline the expenses in order to reduce annually the administrative expenses;
- ◆ to collaborate with the local authorities in order to increase their contribution to the improvement of the university's infrastructure;
- ◆ to consolidate the budgets at faculty level;
- ◆ to reduce the costs of the utilities – electric energy, gas, water, phone;
- ◆ the regular pursuing and collection of the tuition fees for the Romanian and the foreign students.

All these objectives imply an important reconsideration of the organizing accounting process at the institution level. The financial politics will express clearly the way the incomes and the expenses are associated with each activity in order to accomplish the cost management which should express the reality and to constitute a base for taking the most efficient decisions at the institutional level.

The strategy is focused on the exigency of giving to the university environment the necessary strategies and instruments for a balanced institutional development, flexible and receptive to the national and international competitive environment.

The present Strategy of Institutional Development (2012-2016) was approved during the meeting of the Administration Council held on 28th.07.2015 and subsequently, during the extraordinary meeting of the Senate 30th .07.2015.

Senate President,

Prof.univ.dr. ION BOTESCU



