



SPIRU HARET UNIVERSITY

STRATEGY
OF SCIENTIFIC RESEARCH OF *SPIRU HARET UNIVERSITY*
IN THE PERIOD 2021-2027
(S – 03)

CHAPTER I
VISION AND MISSION

In terms of scientific research, *Spiru Haret University* is moving towards consolidating its position as a higher education and research institution to join the ranks of advanced research universities.

Spiru Haret University aims to obtain a good position among Romanian universities, to enjoy academic recognition at the national and international level, as a result of carrying out research and innovation activities at European standards.

International recognition did not take long to appear. In October 2013, *Spiru Haret University* became the first university in Romania to be awarded the qualification HR Excellence in Research by DG Research and Innovation, European Commission. As a result of the reassessment of the level of fulfillment of the European standards applicable to the field of research and innovation, in force, in October 2019 DG Research and Innovation, European Commission reconfirmed the qualification HR Excellence in Research granted to *Spiru Haret University* for the next period of at least 5 years.

The scientific research strategy of *Spiru Haret University* for the period 2021-2027 aims to increase the quality in the field of scientific research, in order to ensure the intellectual strength of development, because only this will give the institution credibility, make it competitive on a national and international level and ensure long term development.

Since its establishment, *Spiru Haret University* has assumed the mission of education and research.

Spiru Haret University, as an accredited higher education institution, as described in the Charter, is to generate and transfer knowledge to society through:

a) initial and continuous training at university and post-graduate level, for the purpose of personal development, professional insertion of the beneficiaries of the educational process and satisfying the need for competence of the socio-economic environment;

b) scientific research, development, innovation and technological transfer through individual and collective creation, in the field of sciences, arts, letters, through performance and physical and sports development, as well as through the valorization and dissemination of their results.

The key role of scientific research emerges from the general mission of *Spiru Haret University*.

Spiru Haret University consists in the development of the research component at the institutional level and at the level of the organizational structures with attributions in the field (Central Institute of Scientific Research, research centers/faculties, etc.) integrated with the educational process, which meets the desired innovation and novelty required by the dynamics of the knowledge

economy in the context of globalization, to pursue the deep involvement of teaching staff, students and master's students in achieving performance in research activity.

CHAPTER II FUNDAMENTALS

In conceiving, developing and adopting its own scientific research strategy for the period 2021-2027, *Spiru Haret University* takes into account the objective reality of the contemporary era, according to which ensuring quality, efficiency, performance and competitiveness is a fundamental direction of action for all categories and types of social organizations, therefore also for educational and research organizations and institutions.

The scientific research activities at *Spiru Haret University* in the period 2021-2027 will be organized and carried out in accordance with the provisions of national and European legislation in the field, in force, within the research centers that operate at the level of departments/faculties and within the Central Institute of Scientific Research (ICCS).

Spiru Haret University's strategy in the field of scientific research are those stated, adopted and written in the international documents related to the Bologna Process, as well as in the national legislation, representative being:

- The provisions of the Magna Charta Universitatum, *Spiru Haret University* being a signatory since 2005, whose principles and values are shared by the Parliament and the Council of Europe, through the Committee of Ministers and the Intergovernmental Organization Committee on issues of higher education and research;
- The European Charter of Researchers and the Code of Conduct in the Recruitment of Researchers (EURAXESS) adopted by *Spiru Haret University* since 2013;
- National Education Law no. 1/2011, with subsequent amendments and additions;
- Law on the Statute of research and development personnel no. 319/2003, with subsequent amendments and additions;
- The National Strategy for Research, Development and Innovation, in force ;
- Law no. 206/2004 on good conduct in scientific research, technological development and innovation, with subsequent amendments and additions;
- The Government's Emergency Ordinance on ensuring the quality of education no. 75/2005, approved by Law no. 87/ 2006, with subsequent amendments and additions;
- Government Decision no. 1418/2006 for the approval of the External Evaluation Methodology, the standards, the reference standards and the list of performance indicators, amended by GD 915/2017, with subsequent amendments and additions;
- Charter of *Spiru Haret University* - updated;
- The ethical code of good practices in scientific research of *Spiru Haret University* ;
- The strategy regarding quality assurance in *Spiru Haret University for the period 2021-2027* ;
- The strategic institutional development plan of *Spiru Haret University* for the period 2021-2027;
- Quality management manual - *Spiru Haret University*.

CHAPTER III STRATEGIC OBJECTIVES

The scientific research strategy of *Spiru Haret University for the period 2021-2027* is updated according to the provisions of the National Research, Development and Innovation Strategy in force, of the National Research, Development and Innovation Plan in force, of the Horizon Europe Research and Innovation Framework Program of the European Commission for the period 2021-2027, while also following the University's aspirations and needs.

At the institutional level, the Scientific Research Strategy of *Spiru Haret University* for the period 2021-2027 aims to achieve the objective essential, in general, of the University to strengthen its position as an academic and research institution recognized in the national and European academic space in order to join the ranks of advanced research universities in Romania, thus being oriented towards the fulfillment of the strategic, priority objectives formulated at national and international

level, objectives that are part of the priority areas of reform, established for research carried out at the level of educational and/or research institutions operating in the European space.

In the field of scientific research, *Spiru Haret University* aims, as a priority, to achieve the following six strategic objectives:

1. Strengthening the University's position in *the European Education and Research Area - ERA*;
2. Consolidation of the University's position in the academic and research environment in Romania;
3. Development of the education-research-business environment-community relationship;
4. Increasing the quality of human resources in research, in order to achieve scientific excellence;
5. Attracting funds for research, from public and private sources;
6. Increasing the national and international visibility of scientific research results.

CHAPTER IV SPECIFIC OBJECTIVES

4.1. The specific objectives for the strategic objective

Strengthening the University's position in the European Education and Research Area - ERA

- a) Involvement in transnational cooperation, with priority by concluding sustainable international partnerships with the academic environment and the business environment for the implementation of research projects/strategic partnership/mobilities;
- b) Granting free access to the labor market in the European Union, in the field of research, for researchers and teaching researchers, by publishing all vacant teaching and research positions on the Euraxess Jobs platform of the European Commission, Directorate General for Research;
- c) Respecting the principles regarding gender equality, opportunities and non-discrimination in research, through the structure of teaching, research and support staff involved in scientific research activities;
- d) Guaranteeing the access of researchers and applicants-teaching staff from Spiru Haret University to scientific sources of documentation/databases representative for the fields related to the bachelor and master study programs implemented, by ensuring the transfer and optimal circulation of knowledge resulting from up-to-date scientific research.

4.2. The specific objectives for the strategic objective

Strengthening the position of Spiru Haret University in the national academic and research environment

- a) Involvement/participation in increasing Romania's contribution to the development of *the European Education and Research Area - ERA* through the implementation of fundamental research projects and access to knowledge, through the use of "Open Access" publishing standards for the scientific achievements of researchers and researchers - cadres didactics from the University and ensuring their collaboration/cooperation with editors, researchers and specialists in common fields of interest;
- b) Involvement in/participation in increasing the competitiveness of the Romanian economy and transforming research, development and innovation into a factor of economic growth in Romania by providing in the annual research plans drawn up at the faculty/institutional level and implementing research projects/themes with innovative content ;
- c) Involvement in national cooperation, with priority by concluding sustainable partnerships with the academic environment and the business environment for the implementation of fundamental and applied research projects;
- d) To provide free access to the labor market in Romania for researchers and researchers-teaching staff, by publishing/posting all vacant teaching and research positions on the <http://jobs.edu.ro> platform of the Ministry of Education and Research.

4.3. The specific objectives for the strategic objective

Development of the education - research - business environment - community relationship

a) The development of *the USH Pro Business Center*, established in 2015 as a platform to support and promote the business environment from the perspective of the academic/university environment, through information/training/consultancy/specialized assistance given to SMEs and associative structures - clusters for research/innovation / development/ internationalization, by concluding new research/innovation contracts and by developing new national/international partnerships relevant to the development of the University as an entrepreneurial university and assisting SMEs in exporting ;

b) The development of *the Student Entrepreneurial Society - SAS*, established in 2017 as a mechanism to support, develop and encourage the entrepreneurial spirit in the university environment, by carrying out specific research and innovation activities, in order to increase the University's competitiveness and stimulate student entrepreneurship;

c) Development of *the Pro Transfer Technology Transfer Center - CTT Pro Transfer*, established in 2017 as an innovation and technology transfer infrastructure entity, by developing communication and valorizing intellectual property at the University level, scientific information and technological development of economic agents, as well as by ensuring technological transfer and quality management in order to increase the competitiveness of the University and in the creative industries sector;

d) The development of postgraduate programs and continuing professional development and training, which provide essential qualifications for the fields of entrepreneurship and creative industries, taking into account the ever-changing conditions of the labor market.

4.4. Specific objectives for the strategic objective

Increasing the quality of human resources in research in order to achieve scientific excellence

a) Attracting students, master's students and young teaching staff in research activities by organizing, at least annually, within all faculties, a *Scientific Communication Session of young researchers* ;

b) The organization, at least annually, within the faculties, at the level of the Central Institute of Scientific Research - ICCS and/or at the institutional level, as the case may be, of trainings, workshops and/or exchanges of experience by concluding contracts/partnerships with specific content , for researchers and teaching staff researchers from the University, in order to improve their professional performance, to stimulate scientific co-authorship, as well as to inform them about the sources of national and international funding of research projects, free access to the labor market; access to scientific documentation sources/databases representative of their fields of interest, access to digital services/platforms for research/development/innovation to become visible, recognized and accessible, if necessary, in the European Education and Research Area - WAS;

c) Carrying out specific activities within Working Group no. 4 for the development of *the Human Resources Strategy in Research (HR4SR)* at the European level, activities that started in October 2012, when the first working meeting of this group took place, and continues to adapt/update it according to the dynamics of the labor market;

d) organization of practical interdisciplinary training sessions for academic staff researchers, master's students and researchers involved in research, development and innovation projects.

4.5. Specific objectives for the strategic objective

Attracting funds for research, from public and private sources

a) The continuous increase of the share of revenues from external sources, attracted through competition in the budget of the *Spiru Haret University* , non-reimbursable public funds and/or public/private funds obtained on the basis of research contracts;

- b) The continuous increase in the number of fundamental/applicative research project proposals registered in the Single Register of Projects (RUP);
- c) The continuous increase in the success rate of the proposed projects, registered in the RUP.

4.6. Specific objectives for the strategic objective ***Increasing the national and international visibility of scientific research results***

- a) Maintaining the registration of *Spiru Haret University* as a research institution and eligible partner/member on the platforms:
 - European Participants Portal* , with PIC code 986311521;
 - Horizon 2020 Portal*;
 - Agency of the International Digital Object Identifier Foundation (DOI)* , with crossref <https://doi.org/10.26458/suffix/>;
 Maintaining the registration of the institutions in its university space defined in accordance with the provisions of art. 129 (1) of Law no. 1/ 2011 , with which they collaborate for the conduct of research activities and for increasing the visibility of the results obtained, as research institutions and partners in the *European Participants Portal*, respectively:
 - Romania de Mâine Foundation** (FRM) - PIC code 909184008 ,
 - The ***Spiru Haret National Society for*** Education, Science and Culture Association (SNSH) - PIC Code 909212138,
 - Mass Media Romania de Maine** (MMRM) - PIC code 949709347,
 - Premium Wellness - PIC code 912376181,
 - Premium Wellness Sport - PIC code 912375987;
- b) Maintaining the registration of *Spiru Haret University* , with registration number 1004 and the acronym U-SPIRU HA, and of *Mass Media Romania de Mâine Society* from its university space defined in accordance with the provisions of art. 129 (1) of Law no. 1/ 2011 - with whom it collaborates to increase the visibility of research results, with registration number 5685 and the acronym RPC, in the Register of Potential Contractors managed by the National Authority for Scientific Research and Innovation (ANCSI) - the public institution through which The Ministry of Education and Research carries out its duties in the field of scientific research, technological development and innovation;
- c) Maintaining the registration of *Spiru Haret University* , as a research institution, on the ERRIS platform of the Executive Unit **for the Financing of Higher Education , Research , Development and Innovation - UEFISCDI** ;
- d) The annual publication of a minimum number of papers/teachers provided for in the legislation applicable to the field in force, as an expression of the research results carried out in journals/publications indexed in International Databases (BDI) relevant to the fields of interest and/or in the ISI Web of Knowledge;
- e) Publication of books/ manuals/ studies/ researches at accredited publishing houses, of recognized prestige for the fields of study programs carried out by the University;
- f) Indexing in prestigious international databases of scientific journals/publications of *Spiru Haret University* ;
- g) The organization within the *Spiru Haret University* , annually, of at least 5 international conferences;
- h) Registration of researchers and teaching researchers of *Spiru Haret University* in the Research Gate/ Research ID / ORCHID networks to facilitate communication and cooperation between researchers, without geographical and time limits;
- i) Continuous updating of the site <http://cercetare.spiruharet.ro> .

CHAPTER V **ACTION DIRECTIONS FOR** **ACHIEVING STRATEGIC OBJECTIVES**

The research activities that will be carried out by *Spiru Haret University* in the period 2021–2027 to achieve the specific objectives proposed are oriented, generically, in the following two fundamental directions of action:

- a) *the Human Resources Excellence in Research* logo by DG Research & Innovation - European Commission, in October 2013 and extending the right to use it in October 2019;
- b) Compliance with national and European standards/criteria for evaluation by qualified institutions (ARACIS, EUA) of the quality of educational and scientific research processes, in accordance with the legal provisions applicable to the field, in force.

Basically, the research activities that will be carried out by *Spiru Haret University* in the period 2021 – 2027 to achieve the proposed specific objectives are oriented in the following two major directions of action:

- a) *Basic scientific research*, focused on:
 - the development of new study programs;
 - scientific and technological development ;
 - organizing/conducting/participating in national/international scientific events;
 - the publication of magazines and specialized articles/papers/books in national/international publishing houses and/or their indexing in international databases of recognized prestige for the fields of the study programs carried out;
 - developing/improving university courses/didactic materials necessary for carrying out educational processes based on analyzes and research carried out in areas of interest for the educational processes carried out in the University;
- b) *Applied scientific research*, focused on the development of studies/guidelines/online databases on good practices applicable in fields of interest for:
 - conducting educational processes in the University and in pre-university education
 - professional training of disadvantaged population categories – women, Roma, population from marginalized areas .

5.1. Action directions for achieving the strategic objective

Strengthening the position of the University in the European Education and Research Area - ERA

- a) Accelerating the rate of integration of the University into the European academic environment;
- b) Raising the level of involvement of the University in the development of *the European Education and Research Area – ERA*;
- c) Identification of partners and programs/funding lines for the conclusion of sustainable international partnerships with the academic and business environment in order to implement international research projects/strategic partnership/mobilities;
- d) Publication/posting of all teaching and research vacancies on the Euraxess Jobs platform of the European Commission - Directorate General for Research;
- e) Formation of management teams/implementation of international research projects/strategic partnership/mobilities in compliance with the principles regarding gender equality, opportunities and non-discrimination;
- f) Intensification of own efforts to ensure the access of researchers and researchers-teaching staff from the University to scientific sources of documentation/databases representative for the areas of the bachelor's/master's study programs implemented and/or for their areas of expertise;
- g) Intensification of efforts to ensure the transfer and circulation of knowledge resulting from up-to-date scientific research;
- h) Involvement in/participation in the implementation of the PN-II-CT-PI-CD-2 project CAPACITIES Sub-programme " *Large investment projects in the CD infrastructure - Networking type projects/ infrastructure access*" - *Continuation of national electronic access to scientific literature and new ways of to support and promote the research system in Romania/ANELIS PLUS* and other similar projects to ensure the access of researchers and researchers-teaching staff from the University to scientific sources of documentation/databases representative for the fields of the bachelor's/master's study programs implemented and/ or for their areas of expertise.

5.2. Action directions for achieving the strategic objective
Strengthening the University's position in the national academic and research environment

- a) Identification of programs/funding lines for fundamental research and access to knowledge projects financed from national and/or European funds;
- b) The identification and use of "Open Access" publishing standards for scientific publications developed by researchers and research-teaching staff from the University;
- c) The identification, inclusion in the annual research plans drawn up at the faculty/institutional level and the implementation of research projects/themes with innovative content;
- d) Identifying partners and concluding sustainable partnerships with the academic and business environment in order to implement fundamental and applied research projects;
- e) Publication/posting of all vacant teaching and research positions on the website <http://jobs.edu.ro> of the Ministry of Education and Research.

5.3. Action directions for achieving the strategic objective
Development of the education-research- business environment-community relationship

- a) Transforming research into a factor of economic development;
- b) Developing the ability of companies to absorb and adapt the latest technology to the needs identified in the dynamic and global labor market;
- c) Creation and development of clusters for research/ development/ innovation/ internationalization and promotion of companies and public/ private institutions;
- d) Conclusion of research/development/innovation contracts with public/private companies and institutions;
- e) The development of partnerships/protocols/sustainable national/international collaboration agreements, with the business environment and the socio-educational-cultural environment, to increase the competitiveness of the University, exchange of best practices, identification of funding sources and access to external funds for research, assistance / promotion of SMEs in order to stimulate/ support entrepreneurship based on innovation;
- f) Organizing/conducting events/scientific communication sessions to support, develop and encourage student entrepreneurship;
- g) Organizing/conducting specific events - conferences, communication sessions, workshops, round tables, experience exchanges, etc. with the participation of researchers, researchers-teaching staff, students/masters and economic agents interested in the entrepreneurial field and the fields of creative industries;
- h) The organization /conduct of postgraduate training and programs and training/continuous professional development adapted/updated to the dynamics of the labor market, of interest to the business environment;
- i) Approaching applied scientific research projects/themes in collaboration and intended for the business environment;
- j) Signing research contracts with commercial companies that meet the needs of the economic-social environment;
- k) Intra- and inter-institutional interdisciplinary cooperation in top research fields;
- l) Creating an intra- and inter-institutional communication system in the field of scientific research, able to ensure permanent contact with the economic-social environment;
- m) The creation of spin-offs, startups and entrepreneurial hubs, as *Spiru Haret University* has human resources with relevant experience for the fields of the implemented study programs, and appropriate spaces and material base.

5.4. Action directions for achieving the strategic objective
Increasing the quality of human resources in research in order to achieve scientific excellence

- a) The annual organization of a *Scientific Communication Session of young researchers-students/masters/doctorates* at faculty level;
- b) The annual organization of a *Scientific Communication Session of researchers and researcher-teachers* at faculty level;
- c) Improving the specific experience of researchers and researchers-teaching staff in the fields of scientific, fundamental and/or applied research, related to the study programs carried out by the University and funded research/innovation projects;
- d) The conclusion of contracts/partnerships/protocols/collaboration agreements for the organization/conduct of research/development/innovation events, with the participation of researchers, researchers-university teaching staff, students/masters/doctorates and/or economic agents from the country and/or from abroad;
- e) The annual organization of training programs/workshops/experience exchanges for researchers and researcher-teachers from the university and from other educational institutions in the country and/or abroad, including through programs with European funding;
- f) Periodic organization and conduct of practical interdisciplinary training sessions for researchers, researchers-university teaching staff and students/masters/doctorates involved in research/development/innovation projects;
- g) The organization/conduct of the scientific research activity in order to stimulate thinking and creative forces, the multilateral valorization of the process of scientific, artistic, sports creation, etc.;
- h) The involvement and participation of a significant number of researchers and researcher-teachers in scientific research projects and programs financed from internal, European, international funds, considering their experience in the field;
- i) Recognizing and promoting excellence in scientific research;
- j) Ensuring a competitive work climate, based on the principles of equal opportunities, gender and non-discrimination;
- k) Future orientation by incorporating science and technology achievements to modernize research processes;
- l) Attracting and harnessing the creative potential of students/masters/doctoral students;
- m) Increasing the concern and interest of researchers and young researchers-teachers to enroll and follow forms of scientific training, to initiate and develop relationships with internal and international partners in the field of research, for the benefit of the whole society;
- n) Stimulation and permanent promotion of the spirit of cooperation, teamwork and collective work;
- o) Promoting pluralism of opinions, debate and constructive confrontation of ideas on theoretical, methodological, practical issues of great interest and applicability;
- p) The annual multi-criteria evaluation of researchers and researcher-teachers in order to increase the quality of education and research processes.

5.5. Action directions for achieving the strategic objective
Attracting funds for research, from public and private sources

- a) Identifying and attracting external sources of funding for national/international projects/contracts from non-reimbursable funds obtained through competition and/or from public/private funds obtained on the basis of research contracts;
- b) Identifying programs/funding lines and requesting non-reimbursable funds by writing/submitting funding applications for the implementation of fundamental/applicative research projects, strategic partnership/mobilities, with research and/or educational objectives aimed at the fields related to the programs of studies carried out by the University correlated with the areas of interest of the University;

- c) Increasing the rate of attracting funds from research activity in the budget of *Spiru Haret University* ;
- d) Identifying alternative sources of financing from collaboration with the business environment;
- e) Capitalizing on own resources represented by multimedia and communication technological infrastructure, laboratories and existing facilities;
- f) Capitalizing on EU innovation support instruments (e.g. Structural Funds, Horizon 2020, etc.);
- g) Strengthening concerns for securing funding sources, in order to consolidate, expand and permanently modernize the material base;
- h) Stimulating participation in project competitions financed through national and international programs financially supported by public and private bodies, independently or in association with experienced partners in order to stimulate the involvement of researchers and researcher-teachers in scientific research activity;
- i) Free access to research facilities.

5.6. Action directions for achieving the strategic objective
Increasing the national and international visibility of scientific research results

- a) Intensification of the publishing effort at national and international level, especially by publishing papers/articles/studies in specialized magazines /volumes of scientific communications indexed in International Databases (BDI) relevant to the fields of study programs implemented by *Spiru Haret University* and / or in ISI Web of Knowledge;
- b) Intensification of the effort to publish books/manuals/guides at accredited publishing houses, of recognized prestige for the fields of study programs carried out by the University;
- c) The inclusion/indexing of *Spiru Haret University* 's journals/scientific publications in databases accepted by the national grids for the evaluation of research results, including in International Databases (BDI) of recognized prestige for the fields of study programs implemented by the University ;
- d) The organization/conducting of national/international conferences/scientific communication sessions by the faculties within the University;
- e) Updating the website <http://cercetare.spiruharet.ro> ;
- f) Registration of researchers and research-teaching staff of *Spiru Haret University* in the Research Gate/ Research ID / ORCHID networks to facilitate communication and cooperation between researchers, without geographical and time limits;
- g) Intensification of efforts to integrate the University into the European Education and Research Area - ERA;
- h) Involvement of researchers, researchers-teaching staff and students/masters/doctorates in the realization of partnerships/protocols/collaboration agreements with universities, scientific research institutes, economic-social units, etc. from the country and abroad;
- i) Continuing the dissemination of ideas and scientific and cultural results at the level of local, rural and urban communities, through the publication *Opinia națională* and through its own radio station;
- j) Participation in scientific, educational, cultural-artistic, sports events, etc. in the University and outside it, in the country and abroad;
- k) The organization/conducting of national/international symposia/conferences of researchers and researchers-teaching staff and their indexing in International Databases (BDI), as well as scientific communication sessions of researchers, researchers-teaching staff to students/masters/doctoral students;
- l) Increasing the visibility of research at national and international level through networking and highlighting citations;
- m) Compatibility and integration into the value system of European and international research;
- n) Extending contracts in the external academic environment and concluding partnerships, conventions and collaboration contracts on various levels;

- o) Stimulating the mobility of researchers and researchers-teaching staff of *Spiru Haret University* in the European Education and Research Area - ERA, at least for short term scientific missions;
- p) Promotion and development of collaborative relationships, through knowledge transfer, cultural, sports, scientific, professional programs, etc. with academic entities and professional organizations;
- q) Affiliation of researchers and researchers-teaching staff to prestigious professional organizations recognized for the study programs implemented by the University, domestic and/or international and/or for their fields of expertise;
- r) Promoting the dissemination in English of research results and the creation of the English version of the University's journals/publications.

CHAPTER VI FINAL PROVISIONS

The scientific research strategy of *Spiru Haret University* for the period 2021-2027 covers the priority directions outlined by the National Research, Development and Innovation Strategy for research carried out at the level of educational and/or research institutions operating in the European space, through the diversity of the proposed strategic objectives and of the multitude of directions of action drawn for their achievement.

The scientific research strategy of *Spiru Haret University* for the period 2021-2027 will form the basis of the elaboration of the strategic plan for institutional development of the University, as well as the operational plans of the faculties, departments and other organizational structures within the University with attributions in the field of scientific research.

The results of the application of the Scientific Research Strategy of *Spiru Haret University* for the period 2021-2027 will be analyzed annually and, based on these analyses, the strategy will be adapted/updated and expanded, if necessary.

This Strategy was discussed and approved in the meeting of the University Senate on 18.02.2021.

RECTOR,

Associate Professor Aurelian A. Bondrea