



SPIRU HARET UNIVERSITY

INSTITUTIONAL DEVELOPMENT

PLAN

(2021-2027)

(S-01)

CHAPTER I

THE DYNAMICS OF CHANGES AND THE NEW STRATEGIC OPTIONS OF ACADEMIC EDUCATION

Contemporary societies are experiencing rapid and profound transformations in all fields of activity, with temporary or lasting effects on current civilization. As one of the essential areas of human development, education is subject to the influences exerted by the changes that occur in the domestic and international environment, being in a position to adequately respond to new challenges by redefining options, the system of values and strategies.

In the new conditions, the change process is primarily based on innovation and mobility. The more innovative and prompt an academic institution is in carrying out its actions, developing anticipatory thinking and promoting efficiency, the more it will endure and progress, despite current and future challenges, adapting to the increasingly aggressive competition on the market educational. And these take place in the context in which the European Union is going through the process of transition from the industrial society to the knowledge and information society, with sustainable development as its essential objective.

Fundamental, for any education system, is the "speed" with which it adapts to the new educational requirements, giving other contents to the learning process, scientific research and the relationship with society. In these circumstances, the preoccupation of the university management to ensure the compatibility of the educational offer with the explosive development of scientific knowledge and the complex evolution of societies, as well as to ensure a high quality of education and research which, only on this basis, can produce a appropriate social insertion of graduates of academic institutions.

The development of short-, medium- and long-term strategic projections, in accordance with the general and specific mission and objectives of higher education, has become a necessary managerial approach both for evaluating the performances of university institutions and for defining the positions they hold in the hierarchy domestic or international value.

In order for education and scientific research to become dynamizing factors of society, it is necessary to reform the institutional system so that education and research

to correlate their actions with structures of the economic and social environment, in order to create coherent and functional networks or assemblies.

Analyzing the changes occurring in the world and in the country is a priority for the leadership of Spiru Haret University and its academic community; at the same time, the University initiated measures leading to the adequacy of its approaches to the new requirements of education, scientific research and the labor market. The new direction of action of Spiru Haret University finds its reflection, to an accentuated and wide extent, in the programmatic documents that it elaborates and which constitute, at the same time, an important support for the successful completion of these efforts.

The perspectives of educational development require the University to be actively involved in the organization and conduct of doctoral study programs, so as to ensure the conditions for strengthening the quality of the doctorate and competitiveness at the national and international level. In this sense, the following priorities will be taken into account:

- the flexibility of the forms of organization of doctoral studies
- the rigorous definition of the requirements and rights conferred by the doctorate title;
- rigorous quality control of the doctorate at Spiru Haret University;
- adequate funding of doctoral studies.

The management of Spiru Haret University is aware of the importance of the operative solution of the demands demanded by changes, assigning a priority role to prospective and anticipatory managerial thinking, which legitimizes the responsibility with which it manages the threats and opportunities present in the internal and external environment and, at the same time, certifies the spirit of initiative, mobility and its ability to adapt.

CHAPTER II

THE IMPORTANCE OF STRATEGIC PLANNING

The strategic institutional development plan of Spiru Haret University for the period 2021-2027 constitutes an important reference for setting the mission, objectives and programs of training and scientific research of students, according to national and international requirements in terms of education and scientific research. The plan is designed in such a way as to ensure the optimal functioning of the educational and scientific research processes, the involvement of the University in the social, economic and cultural activity of the country, its affirmation as an important factor in irradiating education, science and culture, in the spirit of national values and Europeans from the Romanian and international space.

The strategic plan was developed starting from the analysis of the evolution of the institution, as it is presented in the public reference documents (annual reports on the state of USH, reports of self-evaluation and periodic institutional evaluation, etc.) and as it resulted from the discussions held with teaching staff, students, master's students, auxiliary teaching staff, etc.

An important document that defines the main directions of action and development of the University, the Strategic Plan takes into account the opportunities and threats to education,

as well as to its institutional structures, designing steps in accordance with the evolution of the internal, European and international situation.

The way in which the quality management and the Strategic Institutional Development Plan are designed and implemented allow the manifestation of the identity of Spiru Haret University and its academic autonomy. Both approaches express the will of the university community to create, in the conditions of national and international competition, its own system of values and continuous improvement of the quality of educational activities, scientific research and relations with society.

CHAPTER III

MISSION AND OBJECTIVES IN INSTITUTIONAL DEVELOPMENT

3.1. USH mission

The activity of Spiru Haret University is directed towards the acquisition, development and transmission of human knowledge, with priority to scientific knowledge, to all generations of students, master's students and other interested persons.

Faithful to the Romanian and European scientific and cultural tradition, Spiru Haret University assumes its vocation as an educational and research institution, incorporating the essential values of human dignity, freedom of thought and action, individual responsibility and academic integrity.

The essential mission of Spiru Haret University, in such a relationship, is to generate and transfer knowledge to society, through initial and continuous training at university and postgraduate level, and to carry out scientific research of a theoretical and applied nature, both oriented towards values, creativity, obtaining fundamental knowledge and, equally, knowledge, competences and useful abilities for the profession and society.

Spiru Haret University promotes the integral and harmonious development of human individuality, the acquisition of a value system capable of contributing to personal fulfillment, the development of the entrepreneurial spirit, active and creative participation in the life of the community and society, to success in the competition for employment on the domestic, European labor market and international.

The general mission of the University, in full agreement with this orientation, is to provide quality education and research for:

- intellectual, social and professional development of the individual;
- training and improvement of qualified and highly qualified human resources;
- the development of critical thinking and the creative potential of members of the academic community;
- the promotion of multiculturalism, plurilingualism and interconfessionalism;
- supporting and affirming Romanian science, culture and artistic values on an international level;
- enrichment of the scientific and cultural heritage of the Romanian capital and other communities;
- broadening one's own contribution to the promotion of quality, performance and diversity in the European educational and cultural space.

At the same time, Spiru Haret University is involved in actions aimed at:

- to support the professional insertion of graduates and, at the same time, to ensure with competent personnel the socio-economic environment in the country and abroad, in relation to the requirements and demands of its evolution;
- to support the teaching staff in promoting cutting-edge, innovative research;
- to respond to the requirements and challenges of the intellectual environment, expanding the framework and methods of cooperation with academic entities from the country and abroad, with socio-cultural, entrepreneurial environments, with civil society, etc.;
- to encourage scientific research, development, innovation and technological transfer as well as individual and collective creation in the field of sciences, arts, letters, etc. for obtaining performances;
- to stimulate the valorization and dissemination of the results obtained in education and research in the national and international space;
- to fulfill the aspiration of teaching staff, students and master's students to establish doctoral study programs in strict compliance with the legal provisions.

Spiru Haret University's own mission reflects, in addition to the general mission, also guidelines that derive from the local and foreign university tradition, namely:

- to create the necessary conditions and framework for public debates and confrontations of ideas on theoretical and practical issues of wide national and international interest, which will contribute to the development of education, science and culture and the relationship with society;
- to become a center for the irradiation of scientific, cultural and social activity as intense and valuable as possible;
- to assert itself as an authentic forum of education, culture and civilization that generates a socio-cultural movement at the national level, in the best Haretian tradition;
- to generate interest and attractiveness for young people from abroad to pursue university studies in our institution.

The mission of Spiru Haret University constitutes the source of the elaboration of the objectives, which represents the expression of the will of the academic community to participate in the competition on a national and international level for the creation and development of a system of values in accordance with the interests, aspirations and needs of the human being, for its affirmation in the current and future social context.

3.2. objectives Spiru Haret University

The essential strategic objective for this period consists in promoting the institution to higher positions, increasing and consolidating its prestige in the domestic, European and international academic space.

Spiru Haret University reaffirms its option to become an advanced academic and research institution, which will be realistically appreciated at the national and international level.

In the medium and long term, Spiru Haret University proposes general and specific strategic objectives.

The general strategic objectives are:

- *real university autonomy;*

- orientation towards the future by applying modern methods in education and free access to learning resources;

- promoting the culture of quality at the level of all organizational structures of Spiru Haret University;

- centering learning on the student and his needs;

- strengthening the position of the University in the academic and research environment in Romania, as well as in the European Education and Research Area - ERA;

- development of the education-research-business environment-community relationship;

- increasing the quality of human resources in research, in order to achieve scientific excellence;

- increasing the national and international visibility of Spiru Haret University by developing collaboration and partnerships with other academic entities, as well as the results of scientific research;

- ensuring the budgetary sustainability of the institution and attracting funds for research, from public and private sources;

In order to fulfill the general strategic objectives assumed by the University, the management of the institution has formulated a series of specific objectives, with the help of which the targeted departments can effectively identify the directions of actions that can contribute to the fulfillment of the University's mission.

These specific objectives are:

a. achieving efficient and transparent management;

b. expanding and diversifying the forms of inter-institutional cooperation on a national and international level;

c. the creation and organization of the institutional structures necessary for teaching, learning, evaluation of the knowledge transmitted in the educational process, scientific research, corresponding to the requirements assumed by a performing higher education institution;

d. the permanent modernization of the educational process, in all its dimensions, through the permanent improvement of university study programs, in close correlation with the progress of the knowledge-based society, with the concrete requirements of the economic-social life;

e. constant orientation towards the future, but also the cultivation and preservation of the most important values and traditions;

f. promoting and developing national and international mobility programs for students, teaching staff and scientific researchers;

g. assuming the principle of quality and transposing it in the entire activity carried out in the University;

h. self-evaluation/periodical evaluation of the didactic and scientific activity, taking into account the standards and performance indicators, the good national and international practices, which prove the quality of the educational process and scientific research;

i. centering the entire activity on the student, on his training and education at the highest possible level;

j. educating students in the spirit of respect for fundamental human rights and freedoms, dignity, mutual understanding, collaboration and tolerance;

- k. maintaining professional, scientific, collaboration and mutual support relations with University graduates;
- l. development of scientific research activity;
- m. effective involvement of teachers, researchers and students;
- n. establishing partnerships in this field with universities, scientific research institutes, economic-social units, local communities, etc., from the country and abroad;
- o. the affirmation of the scientific performances of the members of the university community on an internal and international level;
- p. ensuring funding sources;
- q. the consolidation, expansion and permanent modernization of the material base, of the University's heritage
- r. judicious and efficient management of the University's patrimony.

CHAPTER IV

STRATEGIC INSTITUTIONAL DEVELOPMENT DIRECTIONS

The strategic institutional development plan of Spiru Haret University analyzes the essential areas of development, which include the projections for the period 2021-2027.

4.1. Education

In the vision of Spiru Haret University, education, as one of its fundamental fields of activity, is oriented in several directions.

4.1.1 Strengthening the educational offer in accordance with the needs of the community:

- adapting the curriculum according to the skills required by the development of Romanian and European society;
- promoting high-performing study programs as a viable alternative for the labor market;
- renewing the educational offer so that Spiru Haret University evolves with society;
- the implementation of the III Bologna cycle through the establishment of IOSUD and doctoral schools in the fields of legal sciences, administrative sciences and economic sciences;
- attracting graduates of other universities from the country and abroad to the doctorate;
- strengthening the institutional mechanisms for organizing doctoral university studies;
- the establishment of an interdisciplinary doctoral school within Spiru Haret University.

4.1.2. Increasing performance and quality in education:

- obtaining the qualification "High degree of confidence" following the external institutional evaluation by ARACIS;
- promoting excellence in teaching and research by providing incentives for teaching staff who achieve performances;
- the implementation of pro-quality culture at all levels of the academic community of Spiru Haret University;

- creating digital skills and encouraging the use of technology in the educational process;

- motivating students to participate actively and critically in the evaluation procedures;
- increasing the attractiveness of doctoral studies by enriching the offer of studies for transversal skills;

- strengthening the quality of doctoral theses defended at Spiru Haret University.

4.1.3. Student focus:

- stimulating the participation of students in didactic activities by making the program of didactic activities more flexible according to their needs;

- encouraging students to achieve notable learning results;

- encouraging the involvement of students in volunteer activities that develop their civic spirit and belonging to the community;

- promoting cooperation with research institutes and the business environment for students to carry out specialization internships;

- improving the mechanism for electing student representatives in management structures, according to the requirements of the University Charter and internal regulations;

- ensuring the democratic, transparent and non-discriminatory character of the elections;

- discovering, stimulating and capitalizing on students' skills, paying particular attention to individual values;

- promoting counseling and professional guidance programs for students in order to reduce school dropout;

- supporting students in order to participate in international mobilities, with the aim of increasing the visibility of the university, the exchange of best practices in the formative educational activity and research, as well as for the purpose of continuous improvement;

- improving the tutoring system to meet students' problems, prevent school dropouts and encourage their career orientation;

- improving the services offered to students, especially through their digitization;

- centralization of the records and management of doctoral schooling;

- development and improvement of web pages of faculties so that they provide clearer and more easily accessible information about administrative and educational processes.

4.2. Research scientifically

An important component in the efforts of Spiru Haret University for its institutional development and for the continuous increase of quality, scientific research aims to fulfill the assumed objectives through several actions.

4.2.1. Setting priorities in line with Horizon Europe (European Union Investment Program for Research and Innovation (2021-2027):

- focusing research and innovation on ecological, social and economic transitions and other related societal challenges;

- capitalizing on European resources in the field of science for the creation and promotion of solutions in the field of revolutionary and disruptive innovation;

- focusing efforts in research to find solutions to problems that affect us daily, such as skills development, harmful emissions and the state of the oceans, including the problem of plastic materials;

- focus on cutting-edge research and innovation projects, from research and innovation to implementation.

4.2.2. Promoting excellence in scientific research activity:

- improving the structures intended for scientific research, streamlining and modernizing the material base of the research activity in Spiru Haret University;

- co-financing of research programs to ensure the equipment and human resources necessary to obtain special results;

- revision of the criteria for recognizing special results and the ways of implementing the rewards intended for them;

- defining evaluation criteria that also reward performance in innovation activities;

- attracting as many experts as possible from different fields and forming inter and multidisciplinary teams;

- advising teachers, researchers and staff involved in managing failure situations in research activity;

- creating partnerships with universities, scientific research institutes, economic-social units to increase the chances of obtaining financing for new projects;

- intensifying the publicity effort of teaching staff to ensure the dissemination of scientific results.

4.2.3. Involvement of students in the research activity:

- promoting and supporting the activity of student scientific circles;

- revision of the mechanism for stimulating student participation in ongoing research projects within the University.

- the development of collaborative work environments for virtual teams to facilitate work processes within research projects and the involvement of students in these remote projects;

- organization of student scientific sessions to promote valuable students;

- expansion of doctoral research facilities;

- expanding the forms of support for the integration of doctoral students in international scientific validation circuits.

4.3. The resources humanity

A series of actions will be pursued to strengthen the institutional framework and climate, and in the field of human resources.

4.3.1. Ensuring the optimal number of teaching staff, non-teaching and administrative staff to increase the quality of the education process:

- ensuring the stability and predictability of the teaching career by finding solutions for the continuation of the teaching and research activity in the context of the permanent anchoring of the educational offer to the needs of the community;

- promoting and respecting the rights of teaching staff, non-teaching and administrative staff to ensure a suitable climate and working conditions;

- the use of a staff selection and recruitment mechanism based on the principles of openness, transparency and meritocracy to attract young and valuable staff;
 - renewing the human resource by attracting doctoral supervisors.
- 4.3.2 Ensuring the conditions for professional development of employees:
- encouraging and stimulating the participation of teaching staff, non-teaching and administrative staff in training programs;
 - promoting pluralism of opinions, debate and constructive confrontation of ideas on theoretical, methodological, practical issues of great interest;
 - permanent stimulation and promotion of the spirit of cooperation, teamwork and work in mixed collectives;
 - the adoption of measures to strengthen the sense of belonging of teaching staff to the academic community of Spiru Haret University;
 - encouraging our own teaching staff to obtain the right to conduct doctorates.

4.4. Cooperation International

In order to amplify and diversify ties with academic and research institutions, Spiru Haret University will intensify its international cooperation through a series of actions.

4.4.1. Promoting collaboration with universities and institutions from the European Union and from outside the EU:

- facilitating the access of students and academic staff of Spiru Haret University to the Erasmus+ program;
- facilitating the involvement of the University in other collaboration programs that are complementary to the Erasmus+ Program;
- facilitating the development of international academic collaboration relations;
- increasing the contribution of Romanian higher education to the process of innovation and development of the European educational space.

4.4.2. The integration of Spiru Haret University into the European academic space:

- the development of Spiru Haret University by participating in university consortia alongside higher education institutions from other European countries;
- encouraging the exchange of best practices with universities in the European space;
- creation of master's and doctoral study programs in co-supervision with prestigious European universities;
- the promotion of new disciplines and specializations in the Romanian academic space, in accordance with the requirements of the European labor market.

4.4.3. Attracting foreign students:

- participation in international academic events;
- promoting the educational offer of the University through foreign partners;
- encouraging the development of the language skills of teaching staff, non-teaching and administrative staff;
- simplification and efficiency of administrative circuits to facilitate the access of foreign students to the study programs of the University.

4.4.4. Increasing international visibility:

- the development of existing international relations and the conclusion of new inter-institutional partnerships;
- practicing the visiting professor system with partners from higher education institutions abroad;
- intensive exchange of publications and works with universities abroad;
- obtaining funding from public and/or private international bodies for the development of educational and research programs.

4.4.5. Promoting and strengthening the academic image of the University:

- developing the University's identity and strengthening its image;
- promoting the institution as a credible provider of education;
- strengthening relations with local, regional and national mass media.

4.5. Management quality

In order to fulfill the performance indicators and quality standards in education and research, several actions will be taken simultaneously.

4.5.1. The permanent development of a pro-caliber culture in Spiru Haret University:

- improving the quality of education and research in accordance with the requirements of the European Higher Education Area and scientific research;
- creation of a transparent information system regarding quality;
- the involvement of students in the internal quality assurance, participation in the evaluation of the didactic activity and in the process of adopting managerial decisions;
- evaluation of students', graduates' and employers' satisfaction with the services offered by Spiru Haret University;
- the review of quality standards and their alignment with European standards and the principles of best practices on a European and global level;
- eliminating attempts to violate professional ethics and plagiarism attempts.

4.5.2. Ensuring the necessary resources to fulfill the identified quality requirements, correlated with the regulations of the competent institutions regarding the external evaluation of the quality of education, with the requirements of the reference standard SR EN ISO 9001:2015 or with other applicable regulations regarding quality:

- permanent improvement of the quality management system so that it meets the current demands of students, other members of the academic community and other interested parties;
- the continuous verification, through self-evaluation, of the degree of fulfillment of the requirements and mandatory normative standards used in the evaluation of higher education;
- initiation of external quality assessment processes in accordance with legislative provisions.

4.6. Resources Finance and basis material

The University will carefully monitor the provision of funding sources in order to consolidate, expand and permanently modernize the material base through a series of specific actions.

4.6.1. Improving the current integrated system of criteria and procedures that ensure the distribution of resources in a transparent, fair and realistic way:

- the distribution of financial and material resources, both by faculties and academic departments, as well as by categories of activities, in order to contribute to the continued harmonious development of all faculties and the improvement of their financial situation;

- improving the procedure for drawing up the university's income and expenditure budget, under the conditions of respect for transparency, decentralization and the accountability of the factors involved, by estimating income and expenditure, starting from the level of the academic department and, respectively, the administrative compartment, respecting the principle of prudence.

4.6.2. Identifying and attracting additional financial and material resources:

- more efficient utilization of the institution's material base, research results, as well as human capital;

- increasing the number of students, including foreign ones, by promoting the educational offer of the University through specific means;

- efficient use of financial and material resources in accordance with the University's priorities;

- accessing European funds to improve conditions and quality in higher education.

4.6.3. Ensuring real decision-making transparency:

- the diversification and adaptation of the democratic consultation procedures of the members of the academic community;

- continuing to ensure decision-making transparency at all levels.

4.6.4. Ensuring the necessary material base for each structure in the University:

- permanent improvement of the infrastructure for education

- strengthening the infrastructure necessary for research activity;

- ensuring access to databases for information and documentation;

- continuation of the digitization process of the book collection in the libraries;

- permanent renewal of library books and periodicals;

- archiving bachelor's and dissertation papers in digital form to facilitate access to information for students and teachers.

CHAPTER V FINAL PROVISIONS

The strategic objectives are supported by strategic actions, organized and carried out within the academic structures of the USH, targeting the educational process, scientific research, international relations, quality management, human resources, infrastructure, financing, the development of relations with the socio-cultural and economic environment, the image of the University and the internal and external communication system.

Actions necessary to support the strategic objectives of the University during the period 2021-2027 will be permanently adapted to the requirements of the educational and scientific research process according to national and international regulations in the field. These will contribute both to the involvement of Spiru Haret University in the social, economic and

cultural activity of the country, as well as to the development of the institution as a forum for the propagation of education, science and culture in the spirit of national and European values.

The strategic objectives established at the level of Spiru Haret University are intended to give new and important dimensions to the activity of the university community.

The strategic institutional development plan is put into practice through operational programs or other strategic documents.

This Strategic Institutional Development Plan was approved in the meeting of the Senate of Spiru Haret University on 18.02.2021. On the date of the Senate's approval of this document, the Strategic Institutional Development Plan of Spiru Haret University for the period 2014-2020 ceases to be valid.

RECTOR,

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