

Management Plan for RECTOR Appointment for 2016-2020

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University – The keystone of a Doctor in European Society

Over the last 4 years, UMPCD, like other public institutions, functioned under the dramatic circumstances of the international financial crisis, which has left its mark on higher education opportunities in Romania.

Currently, it seems that policy makers, legislators and executives are concerned with providing the economic levers and financial support necessary for the development of human resources with a professional level comparable with the ones in the EU. Investing in human capital is a critical component of any sustainable development strategy aimed at ensuring economic growth based on knowledge and employment.

Although UMPCD enjoys recognition and prestige in the Romanian society, there have recently been signs of hostility, dissatisfaction, which although had as its starting point the dissatisfaction towards the overall level of health services, have affected the medical school, and all of us, directly or indirectly. This is why I think it appropriate for the future mandate to focus on social communication, and on regaining the UNIVERSITY and DOCTOR's place in society. We are particularly concerned about people, patients, general population, providing training for undergraduate and postgraduate education at European level, performing cutting edge research – with results able to be implemented, leading the school into the community, as partners, not only officials in health services, together we can restore the well deserved status and prestige of the entire Romanian medical body on European and international level.

The Management Plan for the 2012-2016 mandate aimed at focusing the activity of the University on EXCELLENCE. I appreciate that it is time to obtain another academic management based on COMPETITIVITY, providing premises for building the infrastructure of a university of the XXIst century, worthy of Europe.

I. Where are we?

The analysis of the situation at the end of 2015 shows the following:

- The University of advanced research and education, with high confidence degree (in July 2015), curriculum of class A;
- ISO 9001 accreditation;
- growing number of students;
- teaching staff and highly valuable research preparation, motivated by the tradition and prestige of the University;
- collaborations with foreign teachers in educational, training and research activities;
- study programs in English;
- existence and proper functionality of student mobility programs enabling the exchange of experience on international level;
- extensive technical - material endowment, with numerous laboratories with modern technical education and access to multiple preclinical hospitals of excellence, with varied caseload and illustrative materials for the teaching process;
- modern and attractive sports facilities, including gym and swimming pool, that meet the needs of physical activity of the members of the university community;
- effective methods of learning, student-centered, practical training at international standards;
- optimizing the educational process by unifying related disciplines or interdisciplinary areas;
- organizational climate conducive to teamwork, solid organizational communication between teachers, research and administrative staff; conducting mentoring, tutoring, student circles;
- social scholarships granted from the university's own funds to financially support students with social problems;
- performance scholarships granted to support and stimulate students to be concerned with professional training;
- well-stocked modern library, offering multiple opportunities of access, electronic and remote, to medical databases;
- new magazine of the university (Maeda - A Journal of Clinical Medicine) CNSIS recognized and indexed in international databases;
- own University Press;
- interest for research - development - innovation and favorable climate for dissemination of research results;
- existence and support of Centres of Excellence and Laboratories of license;
- organizing the UMPCD Congress, which is already a tradition;
- organizing competitions of internal grants to support research projects by young researchers;
- granting young researchers the possibility to pursue a PhD programme in doctoral scholarships and postdoctoral project funding opportunity through the European projects won by the University;
- annual growth of foundings obtained as a partner in research projects financed by the 7th Framework Programme of the EU, the ESF, or UEFISCDI;
- annual increase in the number of articles in magazines that meet a high standard of recognition;
- high number of participation of UMPCD researchers in national and international conferences, in international research projects;

- high number of awards and medals obtained by the research staff;
- agreements and partnerships with private organizations;
- communication with the socio-economic environment;
- organized programs with foreign universities;
- educational mobility for students, teachers and researchers;
- civic activities;
- increased extra-budgetary resources from projects / grants, services, paid education programs;
- quality services for students: student housing, sports, canteens;
- developed and implemented current versions of all regulations necessary for the development of teaching and research;
- TESA staff was completed as required (despite unmotivating wage and requirements difficult to meet);
- financial autonomy of the university which allowed the granting, since 2012 the amounts lost due to political decisions of previous years;
- agreeable working conditions;
- communication between manager - employee under the rules of organizational communication;
- employee assessment process well structured.

Weak points remained:

- sometimes outdated material endowment, located in buildings that require complex and expensive renovation / rehabilitation; some buildings are historical monuments;
- schedule of activity extended to the student, because of the long distances to travel;
- insufficient individual study spaces for students and resident doctors;
- insufficient valorisation of researchers;
- small number of specialized publications of the academic staff;
- insufficiently developed interdisciplinary research;
- limited capacity to implement the project nationally or in the Community;
- personnel employed abroad less represented.

The opportunities of the external environment:

- the existence of an increased demand for medical personnel on the labor market both nationally and on EU level - UMPCD graduates with skills recognition;
- increased interest of students from countries outside the EU for educational opportunities provided by UMPCD;
- multiple research opportunities on national and international level;
- bilateral academic exchanges (teachers, researchers, students);
- involvement of personalities from the university in decision-making and professional activities of the health system in Romania or Europe;
- implementation of the health care reform, which has as a specific objective the transfer of university hospitals in the administration of universities;
- the possibility to promote teachers for performance achieved on national and international levels.

II. Where do we want to get?

UMPCD stays true to the purpose set out in the Strategic Plan for the UMPCD 2012-2020 range: *accelerating the efforts to transform "Carol Davila" University Medicine and Pharmacy Bucharest in an elite university worldwide, one of the top 500 universities of the world, by a responsible, open and flexible attitude of the academic leaders on all levels: discipline, department, council or senate staff, ensuring a balance between tradition and innovation, between academic excellence and clinical effectiveness, coherence between curricula and students' freedom of choice, for training of proficient doctors with a very good professional training, able to integrate into this perpetual competition in the national health system and also in the European Community.*

Universities are centers of knowledge that create, store, transmit, exploit knowledge. To conduct these processes new agreements with multiple social partners: local governments, community organizations (NGOs), associations professional are required. There are multiple opportunities to conclude partnership agreements with private producers, hospitals, research institutions and especially universities.

In the society of knowledge looming internationally and in the European space, the University's key functions will be:

- creation of knowledge - from research and innovation results;
- storage of information and data - from research and innovation results;
- transmission of knowledge - through education, instruction, training;
- harnessing knowledge - through the media to benefit society, to increase visibility through the implementation of research results.

Finally, the result of medical training will be reflected in the overall health of the population.

We are facing the demographic challenge of the rapid pace of aging population in Romania, which will bring in the spotlight in the coming years the problem of financing healthcare costs, especially for chronic and degenerative diseases; on the other hand, recent events have triggered waterfall reactions, some trying to overshadow the efforts of professionals scientifically recognized (public voice that touched on his time denigrating). The gap in our society with many elderly burdened by chronic pathology, the often outdated therapeutic facilities, the performance level required for most carers, with skills for documentation and communication in cyberspace, sometimes beyond the means of public institutions emphasize the need to rethink the communication in medicine, health, and social space.

III. Priority objectives, actions

The UNIVERSITY has an important role to play in improving skills, provide human resources to the health sector, thus creating jobs.

In this context, the priority objectives / actions I propose to take together will be represented by:

- providing educational facilities corresponding to the number and study locations in the context of strengthening and rehabilitating some of the university premises;
- providing equipment and devices, including simulators for training in undergraduate and postgraduate education;
- fostering entrepreneurial partnerships capable to generating opportunities to build a new campus for the preclinical and research years;
- identifying community needs, to improve communication, promotion of social cohesion, equity;
- generating training programs focused on defining skills (for all levels of education, including postgraduate identify potential partners among suppliers accredited by the Ministry of Labour);
- improving the quality and efficiency of education and training;
- providing ongoing training and mobility is the objective in relation princeps teachers. This objective involves ensuring continuous training for teachers (programs promoting access to complementary studies - courses for lifelong learning, internships in the country and recognition of capital gains abroad, encourage and stimulate mobility depending on the University's interests, abilities and individual's concerns);
- support and develop the ability to communicate scientific, medical purposes Teaching with the authorities, the media, communities and increasing skills in foreign languages;
- support and develop communication skills in Romanian and international languages for TESA staff;
- supporting the development of career plans for students, residents, young PhD students.

IV. Estimated results

QUALITY IMPROVEMENT THROUGH TRAINING AND RESEARCH:

- efficient use of public and private resources;
- promoting practices with proven value in education and training;
- ensuring access to key competences for students depending on the type and the level of training;
- implementation of a process of training to acquire/develop new skills for teachers to match the dynamics of the health workforce;
- development of forecasts regarding the necessary skills, on national and international levels;
- effective quality assurance system;
- strengthening University's autonomy by providing a legal framework and stable and consistent funding.

INTERNATIONALIZATION OF EDUCATION AND RESEARCH THROUGH:

- networking, training, mutual recognition of diplomas
- development and support of translational research, integrating results in social development projects;
- cross-border collaboration.

PROMOTION OF ETHICS, FAIRNESS, THE ROLE OF CITIZEN BY:

- the promotion of democracy values, interculturalism, the fight against all forms of discrimination;

- support for the formation of transversal skills, communication to reduce health inequalities;
- fostering student involvement in the institutional decision-making processes and policy development.

ENHANCING INNOVATION AND CREATIVITY FOR ALL LEVELS OF EDUCATION AND TRAINING THROUGH:

- introducing border specialties in research and teaching;
- diversify and increase the specificity of knowledge;
- developing new models of instruction and training during doctoral studies;
- providing training for skills and competencies needed on the labor market.

I SUGGEST WE BE TOGETHER IN THE NEXT FOUR YEARS, SO THAT IN 2020, BY ACHIEVING THE PROPOSED GOALS, TO GENERATE EFFECTS:

- increased excellence of the University in research and teaching;
- increased international attractiveness of the University;
- recognition of UMPCD role in forming the policies for research, undergraduate and postgraduate health education;
- increasing the social involvement of UMPCD;
- increasing the satisfaction of the academic community, argument to attract young people into teaching and research;
- achieving a University that joins the European and international reference criteria.

Academician Ioanel Sinescu

Date: January 6, 2016

Documents used in drafting the management plan:

- UMPCD Strategic Plan for 2012 – 2020
- Education Law no.1 / 2011
- Research White Paper 23.10. 2007 / Brussels - European Commission
- European Commission Strategy – 2020 European Commission • Council Regulation - EC no. 1084/2006
- European Commission General Regulation - EC no. 1080/2006 European Grouping of Territorial Cooperation • - EC 1082/2006
- EU Cohesion Policy 2014 - 2020: Legislative Proposals;



ACTIVITY REPORT 2012 – 2016

RECTOR: ACAD. I. Sinescu

The current management team took over the responsibility for the management of the institution following the vote expressed by the university community of "Carol Davila" 4 years ago.

The managerial cycle 2016-2020 of "Carol Davila" University of Medicine and Pharmacy Bucharest will begin in about two months. Under these circumstances, I appreciate that it is a duty of honor of the management structure to inform the entire university community about the institution's evolution over the past four years, about the achievements and drawbacks recorded by our community as a whole.

This report is just a short sequence, a moment of balance, the evaluation and academic work in the 159 years of our University.

I believe it is very important for every member of the university community to know the main institutional, teaching, academic, scientific, administrative aspects, in fact, to know the present coordinates.

Moreover, knowing the present coordinates we can formulate institutional development strategies for the next academic development cycles and even personal ones, with the possibility of comparisons with other parameters and strategies of other profile universities, from our community or non-European Community.

I, however, believe that outside UMPCD Senate members, to whom the "STATE OF UNIVERSITY" has been presented and they approved it every year (According to LEN no. 1/2011 and UMPCD Charter), each teacher and member of our community can contribute to diversification, deepening, modernizing and improving the development strategies of our University.

In what follows, I will present the most important aspects resulted from structures and activities of members of the Board of Trustees of the University during the cycle that will end soon, noting that other parameters may be found on UMPCD website, at the administrative

structures of the University and the Deanships and secretariats of the Faculties, departments, disciplines and clinics.

I. The PRORECTORATE for UNDERGRADUATE STUDIES and MASTERS

The activity of the Prorectorate for undergraduate studies and master is, as in any institution of higher education, a full-time office.

For the period 2012-2016, a conclusive summary, this work is materialized by:

- Competition for admission to undergraduate studies.

The entrance examination, held in "Carol Davila" University of Medicine and Pharmacy Bucharest as an instrument of real selection of candidates is organized and conducted annually in July. To this were developed under the current legislation, Rules of organization and the competition for admission to undergraduate studies (Regulation approved by the University Senate in 2012) and own CDUMP Methodology, carried out in accordance with the Framework-Methodology of the Ministry of Education. It should be noted that both were upgraded in 2013. The Regulation of organizing and running the competition for admission to studies Bachelor - English module, Faculty of Medicine is added to the above-mentioned documents. Admission to the English module was only possible for candidates from other countries who have graduated from a school recognized by the Ministry National Education, who hold a high school graduation equivalent diploma in our country.

The situation of admission competitions of this period is summarized in the following tables:

ADMISSION 2012

No.	Faculty/Specialization	Budget seats no.	Enrolled	Admitted		
				budget	tax (lei)	tax (eur)
1	Medicine	432	1909	431	624	49
2	Dentistry	135	543	135	176	
3	Pharmacy	126	446	126	108	
4	Midwives and Nursing	120	339	119	37	
	Midwives and Nursing	75	135	75	13	
	Other specialization	40	204	39	24	
5	English Module					150
	TOTAL	812	3237	811	945	49/150

ADMISSION 2013

No.	Faculty/Specialization	Budget seats no.	Enrolled	Admitted		
				budget	tax (lei)	tax (eur)
1	Medicine	508	2262	508	250	23

2	Dentistry	131	1280	131	125	16
3	Pharmacy	131	408	130	54	3
4	Midwives and Nursing	160	591	160	33	4
	Nursing	87	265	87	9	-
	Midwives	10	20	10	3	-
	BFKT	24	101	24	10	3
	Dental Technique	39	205	39	11	1
5	English Module					215
	TOTAL	930	4541	929	462	46/215

ADMISSION 2014

No.	Faculty/Specialization	Budget seats no.	Enrolled	Admitted		
				budget	tax (lei)	tax (eur)
1	Medicine	511	2270	510	250	29
2	Dentistry	132	515	131	125	6
3	Pharmacy	142	434	140	100	3
4	Midwives and Nursing	148	518	148	36	7
	Nursing	83	197	83	12	-
	Midwives	12	22	12	2	1
	BFKT	20	94	20	12	4
	Dental Technique	33	205	33	10	2
5	English Module					257
	TOTAL	933	3737	929	511	45/257

ADMISSION 2015

No.	Faculty/Specialization	Budget seats no.	Enrolled	Admitted		
				budget	tax (lei)	tax (eur)
1	Medicine	514	2316	514	202	78
2	Dentistry	142	500	142	125	3
3	Pharmacy	144	359	144	70	-
4	Midwives and Nursing	169	477	169	30	-
	Nursing	97	229	97	2	-
	Midwives	12	77	12	1	-
	BFKT	25	77	25	12	-
	Dental Technique	35	158	35	15	-
5	English Module					256
	TOTAL	969	3652	969	427	81/256

- The license exam

Completion of undergraduate studies in "Carol Davila" University of Medicine and Pharmacy Bucharest materializes as the graduation exam, with the general and specific coordinates for each faculty. It is organized and held in September of each academic year (first session) and February, for students who were not present in the first session of the license exam. The license exam includes two separate samples: the written test and license paper for the Faculties of Medicine and Midwives and Nursing and 3 separate samples: the written test sample, the practice / clinic and license paper at the Faculty of Dentistry and Pharmacy. It was developed in accordance with the existing legal regulations, the Regulation to support the license exam and the coordinates for the development of the license paper.

- The curriculum for the study programs

Another important aspect of the teaching activity was the Curriculum for the study programs which must be consistent with the qualification profile and provide opportunities to maximize the programme. Considering the fact that, the correlation between curriculum and qualifications of the study program education is a mandatory criterion for assessing quality assurance in "Carol Davila" University of Medicine and Pharmacy Bucharest, particular attention was paid to the study programs and their related curriculum. Thus, the syllabi were revised in line with the changes made to education plans in all the Faculties of our University.

- The Master's degree programs were another concern of importance of academic training, especially for the Faculty of Midwives and Healthcare. To the 2 existing masters programmes, namely:

1. Research and interventions in the operational management of the medico-social and public health (4 semesters / 120 credits) Coordinator Prof. MD Dana Galieta Minca

2. Medical Biophysics and Cell Biotechnology (4 semesters / 120 credits) Coordinator Prof. MD Tudor Savopol

two other masters programmes were added in the academic year 2013-2014:

3. Nutrition and Food Safety (3 semesters / 90 credits) Coordinator Lecturer. MD. Corina ZUGRAVU

4. Specific care of childbed and newborn at home (2 semesters / 60 credits) Coordinator Prof. MD Silvia Maria STOICESCU

In this respect, the Rules for Master's degree were drafted to organize and manage the admission and training of master.

- Contests for filling teaching and research positions

To ensure a high quality medical education, an important objective of our University was represented by hiring for the teaching positions, based on professional competence and experience. The competition methodology for the occupancy of the teaching and research positions in "Carol Davila" University of Medicine and Pharmacy Bucharest was drawn up,

based on the National Education Law no.1 / 2011 as amended and supplemented, the specific framework and methodology and other Order of the Ministry of Education.

Specifically, competitions were held to fill teaching permanent and fixed-term positions according to the actual needs of teaching disciplines, two sessions each academic year.

The synthesis of these contests for teaching positions and research is highlighted in the following tables:

SUMMARY TABLE - competition for teaching permanent positions - 2011-2012

Faculty	Position	Position No	Candidates	Admitted	Unocupied positions
Medicine	Senior Lecturer	11	12	7	4
	Lecturer	29	30	23	6
	Assistants	7	5	5	2
Total Medicine		47	47	35	12
Pharmacy	Lecturer	3	3	3	0
Total Pharmacy		3	3	3	0
Total 2012		50	50	38	12

SUMMARY TABLE - competition for teaching positions indefinitely - 2012-2013

Faculty	Position	Position No	Candidates	Admitted	Unocupied positions
Medicine	Professor	17	18	17	0
	Senior Lecturer	22	26	22	0
	Lecturer	33	37	33	0
	Assistants	21	14	13	8
Total Medicine		93	95	85	8
Dentistry	Professor	2	3	2	0
	Senior Lecturer	5	6	4	1
	Lecturer	10	9	9	1
	Assistants	4	2	2	2
Total Dentistry		21	20	17	4
Pharmacy	Professor	9	10	9	0
	Senior Lecturer	7	7	7	0
	Lecturer	6	6	5	1
Total Pharmacy		22	23	21	1

Midwives and Nursing	Senior Lecturer	1	1	1	0
	Lecturer	10	8	8	2
	Assistants	1	1	0	1
Total Midwives and Nursing		12	10	9	3
Total 2013		148	148	132	16

SUMMARY TABLE - competition for teaching positions indefinitely - 2013-2014

Faculty	Position	Position No	Candidates	Admitted	Unocupied positions
Medicine	Professor	15	15	15	0
	Senior Lecturer	23	26	21	2
	Lecturer	36	40	35	1
	Assistants	29	29	26	3
Total Medicine		103	110	97	6
Dentistry	Professor	2	2	2	0
	Senior Lecturer	1	1	1	0
	Lecturer	3	5	2	1
	Assistants	3	3	3	0
Total Dentistry		9	11	8	1
Pharmacy	Professor	4	4	4	0
	Senior Lecturer	6	6	6	0
	Lecturer	5	4	4	1
Total Pharmacy		15	14	14	1
Midwives and Nursing	Professor	1	2	0	1
	Senior Lecturer	4	4	4	0
	Lecturer	4	4	4	0
	Assistants	2	1	1	1
Total Midwives and Nursing		11	11	9	2
Total 2014		138	146	128	10

SUMMARY TABLE - competition for teaching positions indefinitely - 2014-2015

Faculty	Position	Position No	Candidates	Admitted	Unocupied positions
Medicine	Professor	18	19	17	1
	Senior Lecturer	25	29	21	4

	Lecturers	53	58	47	6
	Assistants	68	46	39	29
Total Medicine		164	152	124	40
Dentistry	Professor	4	4	4	0
	Senior Lecturer	5	6	4	1
	Lecturers	16	15	14	2
	Assistants	5	1	1	4
Total Dentistry		30	36	23	7
Pharmacy	Professor	3	3	3	0
	Senior Lecturer	5	5	4	1
	Lecturers	12	13	12	0
Total Pharmacy		20	21	19	1
Midwives and Nursing	Senior Lecturer	5	4	4	1
	Lecturers	5	4	4	1
	Assistants	6	2	2	4
Total Midwives and Nursing		16	10	10	6
Total 2015		230	209	176	54

SUMMARY TABLE - competition for teaching positions indefinitely - 2015 - february 2016

Position	Position no
Professor	15
Senior Lecturer	22
Lecturer	40
Assistant	44
Total	121

SUMMARY TABLE - COMPETITION FIXED TERM ASSISTANTS (2012 - 2015)

Facu lty	2012-2013				2013-2014				2014-2015			
	Posit ions No	Candi dates	Occu pied	Unocc upied	Posit ions No	Candi dates	Occu pied	Unocc upied	Posit ions No	Candi dates	Occu pied	Unocc upied
Medi cine	48	44	40	8	69	66	63	6	64	57	53	11
Denti stry	22	17	15	7	9	9	9	0	15	11	10	5
Phar	3	3	3	0	3	4	2	1	5	4	4	1

macy												
Mid wives and Nursi ng	13	8	8	5	4	2	2	2	9	6	6	3
Tota l	86	72	66	20	85	81	76	9	93	78	73	20

**SUMMARY TABLE - COMPETITION FIXED TERM ASSISTANTS
(2015 - FEBRUARY 2016)**

University year	Positions no
2015-2016	91

In conclusion, in this managerial mandate (2012 - 2016) teachers were promoted on permanent positions, as follows:

Position	2012- 2015	January - February 2016
Professor	73	15
Senior Lecturer	79	22
Lecturer	204	40
Assistant	94	44
Total	450	121

450 teachers were promoted and 121 positions are currently in competition (approximate total of 570).

The fixed term assistants are as follows:

University year	Positions no	University year	Positions no
2012-2013	66	Jan-Feb 2016	91
2013-2014	76		
2014-2015	73		
TOTAL	215	TOTAL	91

215 assistants were promoted, and for this session 91 positions are in competition (approximate total of 300 teachers).

II. PRORECTORATE for Postgraduate Studies

Activity of the Prorector for Postgraduate Studies

1. Activity of the department for postgraduate training through residency:

- Developing the Regulation for specialized postgraduate studies through residency 2012, displayed on the UMPCD website;
- Making the databases for residents enrolled in the first specialization, 2nd specialty and foreign residents;
- Organization of the residency contest (residency admission, distribution of residents on the available seats by Ministry of Health) (2012, 2013, 2014, 2015)
- Initiating, coordinating and completing a new manual for residency with the participation of teachers from all Universities of Medicine in the country (published: December 2015 - Medical Publishing House)
- Achieving the website for postgraduate education which includes:
 - Residency – coordinators list
 - Curricula for training in surgical specialties
 - Link Ministry of Health.
 - Residents enrolled for the 2nd specialty
 - Further development courses
- Multiple Requests for taking over full residency training universities and M.E.

2. Cooperation with the appropriate department of the Ministry of Health

- Proposals for residency coordinators (in compliance with the Ordinance 18/2009 issued by M.H.), their nomination being made by M.H.;
 - Request to disciplines to identify potential coordinators (meeting Ordinance 18/2009)
 - Requests to disciplines for finding training places available for the Specialities;
 - Proposals for special examination commissions (2 sessions / year);
 - Review the training curricula of specialties, transmitted by M.H. in 2012 2014;
 - Analyzing requests and issuing approvals of equivalence of internship made in the first specialist and primary practitioners enrolled in the training program in the 2nd specialty.
- N.B.- resident coordinators distribution is made by M.H. (Without the participation UMPCD)

3. Activity of training of medical personnel

- Realization of a database of participants in training courses credited with hours of EMC/Qualifications complementary studies;
- The removal of standardization of training courses and pay the teaching staff appropriately;
- Organizing training courses / certificates.

III. PRORECTORATE for SCIENTIFIC RESEARCH ISSUES

A. Reorganization of research structures in UMPCD and develop new procedures:

1. Reorganization of the Department of Scientific Research and Grants through:
 - a. Adopting the Rules of Conduct of Scientific Researchers;
 - b. Introduction of work procedures within national and international research projects, ISO certified;
 - c. constantly maintaining and completing the site of the department.
2. The establishment and organization of the University Research Ethics Commission with drafting its own regulation.
3. Reorganization of the Scientific Council, with organizing lucrative meetings each semester;
4. Develop Scientific Research Plan of UMPCD (2012-2014), updated (2014-2016).
5. Setting up a POSDRU Office dedicated to the implementation and monitoring of POSDRU projects.
6. Reorganization of UMPCD Library through:
 - a. orientation through virtual library (9 databases + search engine) with access "online", based on username and password;
 - b. Application, winning in partnership and project implementation of ANELIS-PLUS;
 - c. Develop Rules of Organization and Operation of the library;
 - d. Reorganization reading rooms activities, the transition to digital identification cards and special scanning electron systems and user registration;
 - e. Providing reading rooms with high performance computers and scanners;
 - f. The reorganization of the library at the Faculty of Dentistry, to move it into a new, modern and well-equipped location;
 - g. Organize the "Prof. Dr. Nicolae Paulescu " museum
 - h. Maintaining and completing constantly the site of the library;
 - i. Training sessions for the use of electronic resources.

B. Stimulating research:

1. Organization of the competition Grants for Young Scientists (2012, 2013, 2014), with a total of 70 grants;
2. Organization of the Research Grants competition "Carol Davila" 2015;
3. Introduce a system for rapid information call the academic community about the different sites on national and international research projects through INFO and the two websites (www.umf.ro and www.cercetare-umf.ro) .
4. Taking magazine "Maeda - A Journal of Clinical Medicine" under the auspices of the university, with re-structuring and editorial board's internal procedures relating to Submitting process of "peer review" and publishing articles.

C. Increasing the visibility of the University nationally and internationally, with increasing its role in activities of continuous medical education:

1. Organisation of the evaluation procedures of the university by the group of experts of the European University Association (EUA), under the 'Performance in Research, Performance in Teaching - Quality, Diversity, and Innovation in Romanian Universities Project ". The evaluation report is on the website DGCS (<http://www.cercetare-umf.ro/cercetare>).
2. Organizing commemorative event "Art Research - Prof. Dr. George Emil Palade"
3. Organization of UMPCD Congress "Interdisciplinary Perspectives", 2013 2014 2015;

4. Participation in organizing the National Congress for Students and Young Doctors from 2013 to 2015.

D. Initiation of procedures required for the project to build a research institute on CDUMP land:

1. Making historical study;
2. Making 3D sketch and application necessary for obtaining PUZ.

IV. PRORECTORATE with Social and STUDENTS PROBLEMS

The most important strands of the Prorectorate with social and students problems were represented by:

1. Institutional remodeling of UMPCD - development of operational procedures, regulations and methodologies for students' needs. The fundamental principle leading to these documents was to correlate the needs of students with the need for specific regulations, concrete, balanced and non-discriminatory based to stimulate individual performance, but starting from social regulations and the special status of the student.
2. Permanently dealing with the problems caused by the chaotic student accommodation - in all four years in office there was no tense situation, there were no endless queues at Social Service during student accommodation in hostels, there were no complaints of students and grievances arising from these issues. This has been possible due to the application of integrated information system for student accommodation and the prestige of the Rector's Social Service (Direction transformation from a paved autonomous service development and establishing clear responsibilities of the administrative staff).
3. Increasing the amount of student scholarships of all types and precise regulation of granting the scholarships.
4. Establishing and regulating principles for the tutoring program.
5. Develop methodologies and operational procedures for pre-accommodation and student accommodation.
6. Develop methodologies and operational procedures for granting social / study / honour scholarships.
7. Develop operational procedure OP-21 cafeteria-accommodation.
8. Rehabilitation of student hostels.
9. Improving safety and security services for homes.
10. Boosting student performance.

V. PRORECTORATE for International Relations

INTERNATIONAL ACTIVITY

1. Transparent activity

The whole activity of the Prorectorate for international relations is visible on the Internet website of the University. The Prorectorate manages three categories on the University's website, namely international relations, students / Erasmus and students / foreign students, of course each with numerous subsequent categories:

INTERNATIONAL RELATIONS

European law

- Partner Universities
- Opportunities
- Documents authentication
- travel request
- Regulations for travel
- International Programs
- Students
 - Erasmus
 - incoming Erasmus students
 - PHAR-QA
 - ERASMUS 2015
 - ERASMUS 2014
 - ERASMUS 2013
 - ERASMUS 2012
 - ERASMUS 2011
- STUDENTS
 - Foreign students
 - Study Conditions
 - Required Documents

2. Objective activity

The whole activity is conducted on the basis of regulations available on the Internet site of the University, according to international law available on the Internet site of the University, based on international agreements available on the Internet site of the University by filling out documents available on the Internet site of the University. Members of the academic community also have at their disposal a list of opportunities available on the Internet site of the University heading RELATIINTERNATIONALE / Opportunities.

Under these circumstances, the department never approves practically anything: simply find where community members meet academic requirements set out in these documents and meet these conditions if the request is justified according to their expectations.

Communication by email is encouraged, especially for students and our graduates working abroad (many requests in this regard in particular the EU, US and Canada).

3. International students

In our University, about 20% of students are international students, coming from 70 countries on all continents, including Australia and New Zealand. In descending order of their numbers, they are from Israel, Europe, North America, the Near East (except Israel), Middle East, Far East, Africa, etc.

Note that the structure of international students is completely different from the structure before 1989. In that period foreign students were especially from developing countries, whose governments had decided to evolve on the path of socialism, to whom the Romanian state students awarded scholarships .

The attractiveness of the English module should also be noted; a larger number of students than the possibilities of the medical school have applied for the English module. It was imposed necessarily the admission contest for the English Module and each year around 100

such candidates have been rejected (competition was generally 2.5 candidates per seat, with an exception when they were 3 candidates per seat).

One of the effective ways to promote the education of our University among prospective students from abroad proved to be the placement of the University on international internet sites of academic promotion.

4. Travelling abroad

Transparency of the activity, the existence of opportunities published on the Internet site of the University, clear regulations approval movements and grants from the university's own funds and objectively applying these rules have encouraged travelling abroad for the members of our academic community. Every year a number of members of the academic community equal to about one third of the teachers of the University travelled abroad.

Movements were carried out in 50 countries on all continents, but dominated movements in Europe and North America.

Movements in scientific interests (congresses, conferences, participation in scientific research) and less for teaching (courses, retraining etc.) were recorded.

5. Contracts of academic collaboration with foreign universities

Our University has concluded over 80 academic cooperation agreements with universities abroad, mostly from EU countries (81.5%), but also from non-EU European countries (Serbia, Macedonia, Bosnia and Herzegovina, Moldova, Russia, Turkey) as well as non-EU countries (Georgia, Israel, Iran, China).

Of these cooperation agreements, 44 are ERASMUS agreements that allow sending abroad, on a reciprocal basis, our students to study at partner universities. It was insisted on countries whose language is known by our students, such as France (Paris 5, Paris 7, Paris 13, Paris Pierre et Marie Curie, Lyon, Tours, Marseille), Italy (Rome, Milan, Ancona, Bologna, Catanzaro, Florence, Naples, Palermo, Perugia, Modena, Bari), Germany (Freiburg, Heidelberg, Leipzig, Marburg, Trier, Bochum), Spain (Madrid, Cadiz), Austria (Vienna, Innsbruck), Belgium (Brussels, Leuven) Turkey (3 universities in Istanbul). England (Queen Mary & Westfield College London, Oxford), but also with countries whose language is unknown to our students in this situation is possible only exchanges of teachers: Finland (Turku), Norway (Oslo), Netherlands (Rotterdam), Portugal (Lisboa), Greece (Athens, Thessaloniki), Lithuania (Kaunas), Hungary (Debrecen Semmelweis).

A remarkable achievement was the increasing number of foreign students wishing to study in our university under Erasmus programs. Currently, the number of foreign students coming to study in our University, through Erasmus, equals $\frac{3}{4}$ (75%) of our university students who go abroad to study in the same program. At least for Italian medical students, our university seems very appealing.

OTHER ACHIEVEMENTS

1. The generalized regulations and standard operating procedures in the University;
2. It is for the first time in its history, that the University has Rules of internal procedure (ROI)
3. It is the first time after World War II, when the Rector proposes, for approval, to the University Senate, the income and expenditure budget;
4. It is the mandate that introduced the internal management control in the University;

5. The mandate has obtained the ISO accreditation of the University.
6. The mandate during which RQAAHE re-accredited the University showing that it has at least the same high degree of confidence obtained in the previous mandate.
7. Is the mandate that established The Faculty of Midwives and Nursing (2012), the fourth faculty of our University.
8. The mandate of the decommissioned building on the street. Ionel Perlea of the Faculty of Dental Medicine (building with high risk of collapse, with the red dot on the structure strength of about 17-18 years). There were arranged appropriate educational spaces, modern, in two buildings obtained from City Hall Sector 1 and Sector 3 City Hall.
9. It is the mandate that has obtained financing for the complete rehabilitation of the building of the Biophysics Institute of Anthropology (National Investment Company - CNI).
10. Is the mandate in which were initiated feasibility studies and design for complete rehabilitation of historical buildings of CDUMP Faculty of Medicine, Rectorate building, dormitories from Splai no. 46 and 48, Bolintineanu dormitories etc.
11. It is the mandate that has introduced the unique bibliography pre discipline (lectures and practical work), regardless of where their actual (clinics in different hospitals etc.) and uniform and unified evaluation of students in various clinics within the same disciplines / specialties.
12. It is the mandate during which was introduced free material support of the teaching process in its entirety, in all disciplines and faculties from financial sources (editing courses, tutorials, projection technology, teaching materials, etc.)
13. Is the mandate that founded the Board of Doctoral University Studies (CSUD), with the development of regulations and methodologies and the entire activity organization under LEN no. 1/2011.
14. Is the mandate that initiated actions to finance and build a new modern complex and complete campus, for CDUMP.
15. It is the mandate that has conducted a historical study and design for building a scientific research institute on CDUMP premises (in the courtyard of the Faculty of Medicine) etc. The Institute will include a simulation center for students and residents.
16. It is the mandate that introduced the competition "Internal Grants for Young Scientists", dedicated to teachers under the age of 40 years (2012, 2013, 2014), and subsequently Research Grants competition "Carol Davila" (2015).
17. Organizing for the first time of the Scientific Congress of UMPCD, with international participation, entitled "Interdisciplinary Perspectives" (2013, 2014, 2015).
18. The mandate has introduced the teaching category "Assistant fixed term", through competition for PhD students, professional and scientific category which will form the basis for recruiting performant, dedicated young teachers etc.

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RECTOR,

ACAD. I. SINESCU