In the context of the frequent and important changes that are taking place in Romanian higher education, of the increase in number of the economic faculties at national level, this strategic Plan aims to outline a few of action lines that the Faculty of Economics and business administration must take into account in the next four years to be able to enter the elite of the specialised faculties in Romania.

The strategic plan is perfectible, it should reflect thinking and it should be carried out with the consent and the involvement of all the teachers in the faculty, which is why references are made, in particular, to the objectives and future responsibilities of the Faculty of Economics and Business Administration.

I. Mission and Values

The Strategic Plan is based on the Strategic Plan of the Transilvania University of Brasov, approved in the Senate meeting on 28.09.2012.

The plan was developed based on the challenge that it must include targets achievable even in an adverse conjuncture.

According to the Charter of Transilvania University of Brasov, the University's mission is to produce and to transfer knowledge to society through:

(1) Advanced scientific research, development, innovation and technology transfer in the field of sustainable development.

(2) Initial training at the university level through programs of Bachelor, Master and Doctorate.

(3) Graduate Programs.

(4) The development of interaction between the University and society in common structures and tailored partnerships for knowledge-based society within the ICDT.

Based on these issues, this strategic plan aims to ensure complementarity between Transilvania University of Brașov's mission and that of the Faculty of Economics and Business Administration.

At present, higher education in Romania is facing great challenges:

- it will have to comply with all regulations of the law No. 1/2011, the National Education Act, as well as those of the EHEA (European higher education area), which outweigh internal regulations (as it was done through the harmonisation of the "Bologna process");
- internal competition (from both the state faculties of profile, as well as the private ones) and, especially, external competition become stifling on the market of educational services in Romania;
- real cooperation with the external environment, particularly with major regional and national companies, but also with the representatives of the large companies who want to develop their business in Romania and in Brasov is a necessity for the future existence of the universities;
- the number of applicants for Bachelor’s degree level will permanently decrease, thus requiring a clear shift towards high-level scientific research and the implementation of the concept of "LLL" (in this respect, it should be noted that the new Community programme for lifelong learning -Lifelong Learning Programme (LLP) continues the former programmes SOCRATES and LEONARDO da VINCI).

Starting from these premises, the strategic plan was developed, firstly, taking into account the current position of the Faculty of Economics and Business Administration as the leader inside of Transilvania University of Brașov, according to the number of students, and, secondly, in view of the requirement of compatibility with the European laws (according to the "Bologna process") on the established cycles: 3 years of undergraduate studies, 2 years for master and 3 years for doctoral studies, including the continuing education forms. Basically, all these issues need to be analysed in accordance with the legislation in force and with the standards of ARACIS 1.

The strategic plan has a four year term, being put into practice in proportion to the period of mandate: April 2012-March 2016.

II. Strategic Goals

In the term 2012-2016 a priority objective must represent setting up a proper space, modern and adapted to the needs of our faculty.

1. THE GENERAL OBJECTIVE

The general objective is to define and implement a clear and effective strategy for the development of the Faculty of Economics and Business Administration within the Transilvania University of Brașov in the local and national context, in order to correctly and viably position on the educational services market of Romania.

Such an objective can be achieved provided that the management of the Faculty along with all the teachers ensures a performant climate in terms of teaching, as well as from the point of view of specific scientific research results. We believe that the human resource available at the Faculty is of high quality and can provide the necessary competitiveness for the specific market.

The concept of human resources is often used in standard strategic plans, but it is important to remember that we are talking about people coming up with many concrete problems, not some positions bureaucratically described in the job description. There are people with different needs and this represents the true treasure of the Faculty of Economics and Business Administration.

At the same time, it is vital to identify and efficiently manage the required activities in order to achieve the objectives in the field of quality, in accordance with the basic

1 ARACIS – The Romanian Agency for Quality Assurance in Higher Education
principles of quality management, which may allow to reach the general objective of the faculty.

2. LONG-TERM OBJECTIVES

- maintaining the Faculty of Economics and Business Administration as a distinct faculty of Transilvania University of Brașov;
- classification of type A or B at most of all faculty’s programmes at Bachelor and Masters level;
- reorganizing the Faculty of Economics and Business Administration into 3 powerful departments, on the basis of coherent and effective initiatives of the Council of the Faculty
- ongoing development of the faculty by diversifying the educational offer, taking into account existing requirements in local and national market of labour;
- special extension of e-learning education;
- developing programmes for domestic and international partnerships;
- ongoing assessment of the subjects in the educational plans of the study programmes that are part of the faculty;
- attracting all teachers into scientific research and entering the European academic networks;
- enhancing the quality of teaching, but also of research. It becomes a necessity to win national and international grants in order to remain competitive in the regional and national educational market. In addition, by attracting some important financial resources in this way, the faculty will have the necessary stability for the development of coherent and viable programs in coming years;
- active coordination with the work carried out by the AFER\(^2\), in parallel with the opening towards partner economic profile faculties within the EU and beyond;
- continuous development of the technical-material base of the faculty. It should also be envisaged to equip existing laboratories, to improve and to create new laboratories, according to the dynamics of the faculty;
- maintaining an optimal schooling numbers in order to ensure the needs of economists of higher qualification on the local, regional and national market, with short studies (Bachelor’s) and long term (Master’s degree);
- increasing the prestige of the Faculty of Economics and Business Administration, at both national and European level;
- developing complementary (Professional) Masters in areas of great interest to the labour market;
- diversifying the current Doctoral School (Marketing), to cover the areas coordinated by the faculty: tourism services, international business, management, economic theory, finance, accounting and economic informatics.

\(2\) AFER – The Association of the Faculties of Economics in Romania
3. MEDIUM AND SHORT-TERM OBJECTIVES

a. keeping accredited DL\(^3\) programmes

b. continuing the investment process, in order to upgrade the premises belonging directly to the faculty, to equip with modern facilities for the teaching and research laboratories, to create new laboratories, especially for research, including by attraction of equities;

c. the active and effective presence of the faculty on the market of educational services: the development of new degree programs, of academic master programs, of postgraduate programs, DL, continuing education courses, (in perspective, taking into account the potential amendments to specific laws, short-term courses have to be introduced, according to the European model);

d. ensuring an active presence and developing a positive image on the market of scientific research by: the efficient use of the laboratories developed by the ASPECKT Platform and in the Institute of the University of Transilvania ICDT Brasov at the Centre of economic research, the organization of research master’s and the development of the doctoral school, allotted to the research platforms of the University;

e. the total opening of the faculty towards the business sector of Brasov and beyond, in order to develop partnerships aimed at identifying cooperation for scientific research on firm contracts, ensuring jobs for student practice, as well as to facilitate the employment of a great part of the graduates of the faculty’s programmes within the partner firms.

III. Priorities and directions of activity

The strategic plan was developed taking into account the several directions of activity as compared with the predetermined priorities and strategic objectives, which should be considered by those who occupy positions of leadership in the faculty. It should be drawn to the attention that, during the term of office of 4 years, these priorities and directions must be continuously adapted to the future particular dynamics of the educational services market in Romania, especially that of higher education.

1. The Teaching Direction

Its purpose is the operation and development of the faculty based on the following principles:

- ensuring total transparency in carrying out the State Functions of the staff that makes up the departments of the Faculty of Economics and Business Administration, real collaboration with departmental managers and coordinators of programs, but taking into account the views and objectives of the teaching staff from the 3 departments of the faculty

- presentation and discussion of analytical programs on collective (along with the coordinators of studies programmes) for better communication between teachers;

\(^3\) DL- Distance Learning
-flexibility in developing educational plans and programs and their compatibility with analytical plans and programmes existing in the European Community;
- developing/publishing new courses and continually adjusting the traditional courses to the requirements of contemporary educational process, so that they correspond to the requirements imposed by the efficient higher education;
- maintaining accredited specializations and their adaptation to the new requirements;
- creation of new degree programs according to the market demand;
- putting a special emphasis on the practice of students under normal circumstances. The faculty must open itself to the real environment, in order to achieve sustainable cooperation with interested firms;
- continuing professional development of teachers, as well as an active involvement in the research and development activity, the Faculty of Economics and Business Administration has not performed particularly in this direction, its image having suffered so much within the University;
- supporting the rapid promotion of all teachers who meet the criteria laid down by law;
- recognition and reward, according to the law, given to colleagues who excel at a the academic, teaching, scientific and administrative level;
- a policy adapted to the modern system of employment which would involve assessing the compatibility with the position;
- increased attention paid to the Distance Learning programmes, which should be actively incorporated in the management policy of the faculty, given that these qualifications tend to become true "milking cows" for the provision of additional financial resources at the level of the faculty.

2. The Research Direction

This direction has been developed based on the Strategy of development of scientific research in the Transilvania University of Brasov, for the period 2012-2016, as well as the following documents:

1. the Lisbon Declaration on the formation of the European research area ERA (2000).
3. research priorities defined for the Fp7 framework programme.
4. Quality Indicators of activity in higher education, particularly in Research-IC6.

In the light of these documents, at the level of the Faculty of Economics and Business Administration, the following priorities have to be taken into account:
- an active participation in the implementation of the project of the Institute of Research and Development of High-tech Products for sustainable development: ICDT;
- the development of active partnerships with companies and firms, with local authorities, with scientific research institutes and higher educational establishments, at regional, national and European level;
- the development of individual research programmes divided into research structures, with an emphasis on the fields of avant-garde, confirming the identity of the faculty;
- the support for teachers who obtain scholarships, together with ensuring the quality of the educational process;
- the dissemination of all scientific achievements of the Faculty of Economics and Business Administration;
- continuing the SIMPEC and ICBE, as well as the development of other Scientific Sessions directly coordinated by the Faculty of Economics and Business Administration;
- the support, from 2011 onward, of the annual biennial University of Transilvania Bulletin, series V, Economics, so that, by 2013, it is classified as B Magazine (formerly B) by CNCSIS.

3. The Organizational Direction

It must be based on:
- providing an efficient, democratic functioning and academic level of the Faculty Council consisting of: Dean, the three Vice-Deans, the three Directors of departments, the Coordinator of the Center for economic research and a student chosen from among the three members of the Board of the faculty students;
- compliance with laws and the Charter of the Transilvania University of Brasov;
- elaboration of ROF, ROI, teaching and TESA job description;
- streamlining of information;
- firmly established and respected office hours for the dean;
- the convening of meetings of the Faculty wherever it is needed;
- permanent communication with the Vice-Deans, with the management of all faculty departments and, in particular, with the coordinators of programs within the departments;
- ensuring the academic discipline by all the members of the academic community of Faculty of Economics and Business Administration (including auxiliary teaching staff);
- permanent improvement of material base of the Faculty;
- rigorous compliance to the faculty timetable, as it is designed by the persons responsible for the timetable;
- identifying interested firms to enter into collaborative agreements with the Faculty of Economics and Business Administration;
- establishing an open and permanent dialogue with the University management, with an emphasis on the development of the Faculty and on the performance of the management plan directions.

IV. Communication with the educational market. Promoting the Faculty of Economics and Business Administration

The reduction in the number of students/potential customers has already triggered a fierce competition on the Romanian educational market. Moreover, in the new context created by the "Bologna process" it must be taken into account the extremely powerful additional competition represented by the emergence on the market of educational services of faculties of Romania in EU member countries and beyond (such as
penetration of this market of some high-performance universities in the U.S.!). Therefore, several directions must be pursued in order to attract as many candidates to the supply (directed into the three known cycles) of the Faculty of Economics and Business Administration. In this respect, it is necessary for the management of the faculty to consider the following actions:

- the elaboration of a marketing program that includes specific strategies for the educational services market: the supply of educational services (including the possibilities of study abroad scholarships within the partner faculties), the supply of complementary services (for example, students’ practice, accommodation services, etc.), the supply of services for the leisure (type "loisir"), the rates policy of the faculty (including scholarships), the distribution on the labour market, communicating with the educational market, positioning within it, etc.

- the implementation of effective strategies to promote the educational, the complementary and leisure supply offered by the faculty at the level of business environment in Brasov as well as at the national level;

- the promotion of faculty's programmes through both local and national media, through direct contact with prospective candidates, as well as using other communication strategies and effective promotion;

- promoting the Doctoral School-specialized in Marketing (and subsequently for other fields that will appear) within the faculty, in the local and national media and in the specialised press, in order to promote it at the level of private businesses, as well as in the institutions of local and central administration;

- contacting the county school inspectorates and the specialized high schools, and not only, in other counties in the country from where our customers traditionally come from;

- creating letters and leaflets presenting the faculty and meetings with teachers and potential candidates, the implementation of the "caravan" project by which we can ensure effective promotion, but especially a good dispersion in the territory, with the help of our students who can distribute letters and leaflets to the schools where they come from or at other locations;

- active participation in actions like “Open Days” generated either by Transilvania University of Brasov’s management, either by the head of the Faculty of Economics and Business Administration, etc.

V. The Relationship with the Students

At present in Romania, students, PhD students and postgraduate programs students (the LLL programme/concept.) have to be truly considered "our customers". In the business world, it is said that "without customers, businesses cannot exist." As the Faculty of Economics and Business Administration aims to be a strong and credible bidder on the educational services market in Romania, it is necessary to re-evaluate the policy towards our customers. These brief considerations were made taking into account the image many of these clients have of our faculty/University: the most vulnerable aspect (weakness) of Transilvania University in Brasov/Faculty of Economics and Business Administration is the way in which the clients are treated.
It is therefore necessary to embrace a modern, flexible and attractive approach of the following relationships: Dean’s Office - students; Department/departments-collective/teachers-students; secretariats-students.

The strategic plan for the Faculty of Economics and business administration aims to achieve the following objectives:
- providing specific skills to the graduate students so that they quantify/express appropriate training for specific skills, and also for the new requirements of the labour market;
- development of scientific and professional performance of the graduates of master’s and PhD students in particular. The real attraction of full time PhD students towards the research and development work, as well as their active involvement in administrative activities;
- permanent communication with the students in the teaching process and scientific research, increasing the number of participants in competitions and student scientific sessions, or other similar national and international activities;
- professional guidance for the students towards as many fields of activity;
- ensuring optimal conditions for the teaching activities, accommodation and providing services for students' free time;
- evaluation of the students for the faculty’s teachers' performance and activity based on transparent, rigorous and effective criteria;
- supporting the Organization of annual scientific sessions and creating collective research involving teachers and students;
- participation at the annual sessions of students organized in Romania, especially those organized by the AFER, and rewarding students who obtain outstanding results;
- support for students who obtain scholarships, together with ensuring the quality of the educational process;
- transparency in the decision-making process, both in total decisions relating to the academic community, as well as in those relating to the student community; granting performance and social scholarships; granting of scholarships for abroad education, participation in the management act through the three representatives of the faculty students in the Transilvania University Senate, the three representatives on the Faculty Council, as well as through the representative in the Council of the Faculty of Economics and Business Administration, participation in student Olympiads and contests; supporting all non-discriminatory student associations in which the students of the faculty are involved, providing accommodation services in a transparent manner, through the direct participation of the students’ representatives in the activity in question, and so on.

The strategic goals can be met provided that the management team of the Department and all teachers engage effectively and actively in achieving the strategic objectives targeted. Thus, the three areas: teaching, research and organization must be directly coordinated by the Dean in consultation with the directors of the three departments (Teaching), by the Coordinator of the Centre for economic research (Research), as well as the Dean and three Vice-deans (Organization).

**The Dean, in addition to coordinating the teaching division**, (where he will work closely with the directors of the three departments), represents the faculty, as a
member of the Board of Directors, in its relations with the management of the Transilvania University in Brasov, as well as in the relations with the external environment, coordinating the overall activity of the faculty’s staff.

a) The Vice-dean who will manage the relationship with the students, will take into account the activities of accommodation, the practice and the granting of performance and social scholarships, the summer camps for the students of the Faculty of Economics and Business Administration. At the same time, he/she will coordinate the work of students and research students (Olympiads, contests, scientific sessions, etc.). He/She will also coordinate the Long Distance Learning undergraduate studies programs of the Faculty of Economics and Business Administration.

b) The Vice-dean who will coordinate the relations with the external environment (the economic and socio-cultural), in the attempt to identify partners for the conclusion of contracts for research, the development of partnerships for the faculty, will have as his/her objective contacting companies for the conclusion of practice agreement for students, will coordinate the activities relating to the practice of the students, the CEAC Commission at the level of the faculty, coordinates the development of the material basis of the faculty; the activity of the commission related to the economic environment; as well as work relating to the protection of labour and PSI.

c) The Vice-dean who will draw up the strategy for promotion and communication of the faculty with the target market will take into account the development of international relations of the faculty. He/She will also organize the scientific meetings of the faculty, and will work directly with the Dean, who is Chief Editor, to edit, twice a year, the scientific Bulletin of Transilvania University in Brasov-BUT, series V, Economics, rated B by the CNCSIS. He/She also cooperates with the Coordinator of the Centre for economic research, the ICDT, in order to coordinate the scientific research work of the faculty.

THE WHOLE MANAGEMENT TEAM SHOULD BEAR IN MIND A GENUINE OPENING TO THE EXTERNAL ENVIRONMENT, PARTICULARLY TO THE BUSINESS ENVIRONMENT, TAKING INTO ACCOUNT THE CONSIDERATIONS SET OUT ABOVE IN THIS PROJECT.


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