



**„VICTOR BABES“ UNIVERSITY  
OF MEDICINE AND PHARMACY  
FROM TIMISOARA**

# **MANAGEMENT AND STRATEGY PLAN**

**FACULTY OF DENTAL MEDICINE**

**"Victor Babeş" UNIVERSITY OF MEDICINE AND PHARMACY**

**TIMIŞOARA - 2020-2024**

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## **1. INTRODUCTION/GENEAL PRESENTATION**

The present strategy and management plan is based on the experience gained during my didactic, scientific, professional and, last but not least, administrative activity. From October 2013 to 31.03.2016, I was part of the management of the Faculty of Dental Medicine, of the "Victor Babeș" University of Medicine and Pharmacy Timisoara, holding the position of vice-dean. The position of vice-dean put me in a position to face both administrative, social, educational, didactic and research problems, all of which have a direct effect and a maximum importance in the functioning of this body. During this period, I was responsible for drawing up the file for the ARACIS periodic evaluation, within the institutional evaluation, for the Dental Medicine study program, receiving the "trust" rating and thus contributing to obtaining the "high trust" rating by the "Victor Babeș" University of Medicine and Pharmacy Timisoara.

The activity performed in the administrative field of the faculty took place gradually and hierarchically, the activities carried out previously, tangentially in the field with certain structures of the faculty and of the university contributing to the accumulation of experience and the deepening of the functioning criteria of this institution.

Starting with 01.04.2016 and until now, from the position of dean, I had the honor, but at the same time the task and the responsibility to coordinate, together with the university management, the activity of the Faculty of Dental Medicine.

The experience gained leads to the preview of obstacles, but also of the imminent opportunities in the system. The present plan is in accordance with the strategy of the university and the management plan of the Rector, Prof. Univ. Dr. Octavian Marius Cretu and implicitly with the strategic plan of the "Victor Babeș" University of Medicine and Pharmacy Timisoara. The plan provides for the measures specific to Dental Medicine at European and international level, measures that are in full agreement with the decisions and recommendations of the ADEE (Association for Dental Education in Europe). Other important factors taken into account are the local economic and social situation, related to international and European Union trends and standards. All the efforts and strategies for the operation and development of the Faculty of Dental Medicine and of the "Victor Babeș" University of Medicine and Pharmacy are directed towards high performance standards, towards increasing competitiveness at national and European level. Other coordinates that guide the strategy and management plan are represented by the Law of National Education, by the ARACIS norms and evaluation standards, while also bringing into account the international legislative norms.

The didactic, educational and administrative process aims at the continuous development and increase of the performance of the Faculty of Dental Medicine by adopting a high standard of training of teachers and students of short and long-term study programs.

The Faculty of Dental Medicine prepares future dentists whose profession is always provoked by the dynamism, evolution and continuous improvement in the field.

The personal experience gained makes the management plan to include and preview the various imminent problems related to legislation, human and material resources. For these situations, it is necessary to collaborate, consult with the university management and coordinate the parties involved, in compliance with the legislative norms in force and the University Charter.

The promotion and improvement of the educational process in the specialty of Dental Medicine aims at preparing practitioners with clinical, practical and theoretical skills who can meet, through the prism of free movement within the European Union, the European standards on the labor market. The acquisition of competences and practical skills of the student of the Faculty of Dental Medicine are a priority in the list of objectives of the strategy and management plan. This objective is supported by the continuous development and improvement of the human and material resource.

All these desiderata can be achieved only through a close collaboration and open communication with the university management and with the teachers of the faculty.

## **2. THE MISSION OF THE FACULTY OF DENTAL MEDICINE OF THE „VICTOR BABEȘ” UNIVERSITY OF MEDICINE AND PHARMACY FROM TIMIȘOARA**

One of the major missions of the Faculty of Dental Medicine within "Victor Babes" University of Medicine and Pharmacy from Timisoara is the training of specialists with high quality professional knowledge in the field of dental medicine. The education dedicated to this particular segment is influenced by many factors, local, national and international.

The clinical training of the future dentists within the Faculty of Dental Medicine generates with each promotion a new sandard of quality and professionalism with direct influence on the medical act, both at local and national level. The continuous concern and improvement of the teachers involved in the training of future dentists generates exceptional practitioners who deserve their national and even international recognition.

PhD students make up the premise of a quality value group for research in the dental and interdisciplinary field, through which and with the results of their work they consolidate the national and especially international appreciation and recognition of our university.

Resident physicians represent a problem in itself, from the point of view of human resources, of the teachers and of the space allocated to this specialized field, but also a strong point of the Faculty of Dental Medicine by training highly qualified specialist doctors. The quality of the training act is directly reflected in the value of the future medical acts as well as on the health status of the population, which will benefit from these services.

**The classification of the Faculty of Dental Medicine in Timisoara in the first value group, category A,** according to the evaluation methodology for the classification of universities and the hierarchy of study programs developed by UEFISCDI honors and represents a recognition of the work done by teachers, but at the same time represents a challenge for maintaining this position in the future. However, the evaluation criteria are predominantly placed in the field of research, the didactic activity being currently situated on a secondary plane, with possible

implications on the interest of teachers for this direction of university development. Their consequences are implicitly found at all levels of the Faculty of Dental Medicine.

The international context of the Romanian academic development is both favorable, but it also involves a series of problems that can generate deficiencies in their management, both at central and local level. Our country is a member of the European Union by law, generating the advantages of the possibility of a partial or total mobilization within the entire continental space, in this respect also contributing the fact that our faculty is **recognized and accredited by ADEE since 2000**. Thus, the quality of the educational acts and the academic development of our students recommended and allowed them to establish and allow their establishment and the development of successful businesses in different European areas, with stimulating effects on the standard of living, the quality of therapeutic acts and continuous development programs. These aspects are felt in the exodus of dentists and nurses to areas with a requirement in the field of interest all over Europe.

A major aspect is also the departure of teachers in private, at national, international level or on similar positions in university centers in the European space. Salary conditions, infrastructure, complex research programs and experience offered are unbeatable for the national offer. There is, however, a reverence in this regard, occupying all the posts put up for competition in the last session.

On the other hand, the events of recent times, with a focus on the extremely dynamic situation at political, European and global level, make the reference spectrum for dental activities at EU level require much greater attention. The migrant crisis, the political and economic situation at European level, are generating major costs for the EU, to the detriment of health funds, both in the educational and academic fields. They are European operational programmes that are stagnating or are about to be stopped, at least temporarily. The degree of security at continental level is in a downward trend, affecting both the standard of living and the dental tourism, once extremely well represented in our country. The current standards of European university education require the generation of reforms in our education system to allow alignment with the EU university norms, respectively with the standards of the ADEE and the international accreditation of long and short-term study programmes.

The national context is hardly predictable, with the inherent problems of an economic system in transition, all of them making the Romanian health and education system constantly remain at the end of the list of priorities of the ruling forums. Underfunding in these areas is majorly felt.

It should be remembered the emergence of new universities, along with the traditional and the existing private ones, which is felt in the quality of the educational act, of the level of performance in research, skills, mentalities, collegial relations, international collaborations, the development of partnerships with universities and research institutions of international value, etc.

11 years ago, the Law of National Education (Law 1/2011) was promulgated, which essentially emphasized, in theory, value, organization and competition. Unfortunately, the effects are still to be expected, with the highest probability because in the construction of the law were not taken into account all the elements of the Romanian pre- and university education, and kept in the structure old elements (for example, the norm of the university professors), which restrict the flexibility and adaptation of the personnel structure according to the needs. The law maintains the obligation of doctorate candidates for the post of assistant professor, which drastically limits the access of young graduates to this position. In addition, it has been modified several times in important points, one of maximum importance by the obligation to obtain the title of specialist doctor, which has created great difficulties in terms of human resources. Also, the Law of National Education did not fully take into account the specificity or particularity of the dental medicine field, which limits or hinders certain aspects related to management, human resources, materials and educational process.

In conclusion, it is important to develop a coherent medium and short-term strategy to ensure the management and development of our faculty in the context of the national and international position of UMF "Victor Babes" Timisoara.

**The mission of the Faculty of Dental Medicine, in addition to those presented, also includes the development and support of research, the creation of partnerships with other university and research centers, the materialization and dissemination of the results obtained by publishing articles in journals with high scientific value.**

### 3. DEAN'S MISSION

Taking into account the traditions of the dental education in Timisoara, the professionalism of the teachers who make up the teaching staff of the Faculty of Dental Medicine, the national and international results and performances (national and international research projects, ISI and BDI articles, participations in national and international conferences, organizing thematic conferences with a wide interest for dentists in the national network, as well as for researchers from Romania and abroad, etc.), I believe that the dean's mission is to continue this upward trend of the achievements obtained by previous generations, with future performances, of collaboration with accredited institutions, of signaling the deficiencies of the managerial and educational process and of collaborating constructively, with the support of the university management, in order to obtain a quality management and educational process.

According to the regulation for the organization and functioning of umft, in accordance with the UMFT Charter and law no. 1/2011, updated, the dean is responsible for the management and management of the faculty, represents the faculty in relations with other faculties and third parties, with organizations nationally and internationally. Thus, **the Dean pursues and is responsible for the achievement of the objectives set on the:**

- academic and administrative structure of the Faculty;
- educational offer and curricula;
- regular accreditation of study programmes and research centres, as appropriate.

As dean, taking into account the fact that I am the exclusive "product" of this school, I will try to replace and stimulate interdisciplinary collaborations (preclinical-clinical) within UMFVBT, between different departments - some of these collaborations, although started, recorded obstacles or even ended before generating quantifiable results (articles, research projects, workshops, prototypes, etc.). A major aspect will be the improvement of communication between teachers and students, through the development of summer/winter schools, student oral communication sessions, the training of students in the already formed research teams and the transmission of academic desiderata to the new generation of young doctors and young future researchers, maintaining and developing tutoring programs, in accordance with the standards imposed at European and world level.

An important step was achieved in the context in which the material base of our faculty was enriched with two structures of great significance for educational activities.



Thus, the Laboratory of Simulators of the Faculty of Dental Medicine of the "Victor Babes" University of Medicine and Pharmacy in Timisoara was inaugurated. The management of UMF "Victor Babes" Timisora took the decision to modernize the simulation and treatment capacities of the faculty, in order to adapt to the new technologies introduced in the field. No other university in the country has such a complex and integrated endowment.

Also, the Kerr Hall of the Faculty of Dental Medicine was opened, the first educational project of its kind in the country. Thus, in this room fully equipped by the Kerr company, the students of the preclinical years practice all the maneuvers of achieving direct restorations. Subsequently, as a result of the collaboration with the discipline of odontology within our faculty, the same students will clinically apply the knowledge and skills obtained in this room. This creates a familiarization of students, future doctors, with the mentioned materials, being able to control the clinical procedures much better in this way.

We can also mention some optimistic achievements for the upward trend of the faculty, represented by the introduction for the first time at national level of a new CAD/CAM subject for the dental laboratory, at the dental technique specialization; the purchase of the CAD-CAM system for the Dental Prosthetics Discipline that ensures the possibility of performing certain types of prosthetic restorations directly in the clinic by the students; the possibility of intra-oral scanning within the Discipline of Propedeuticals and Dental Materials; the endowment of the clinical disciplines with new dental units and their approval for clinical activity (not only didactic) by cmdr.

Last but not least, it should be emphasized that within our faculty was developed the first optical tomography system of coherence in time domain and spectral domain modes dedicated to dental medicine in Eastern Europe, with special implications in research in the field and not only.

Such initiatives will continue and hopefully, will be successful crowns, in order to continue the development and ascension of this faculty.

## 4. OBJECTIVES

In the context of the above, as dean, I will focus on ***educational development***, on ***the development of academic staff and auxiliary teaching staff***, on ***the stimulation and development of student activities***, ***the major development of scientific activity***, ***the development of the material base and the attraction of financial resources***, obtaining facilities for academic staff and auxiliary staff.

#### 4.1. EDUCATIONAL DEVELOPMENT

1. Keeping the ratings obtained by the Faculty of Dental Medicine so far and possibly stimulating their growth to the next levels;
2. Maintaining or stimulating the teaching act at the levels of faculties similar to those at European level,
3. Development and implementation of curricular reform in accordance with European trends in this direction;
4. Increasing the number of practical activities compared to theoretical ones;
5. Continuous adaptation of the curricular activities with the needs of the labor market, in order to quickly and target the graduates in the labor market immediately after completing their studies;
6. Increasing the number of students in the study program taught in English, depending on the requirements
7. Introduction of the study program taught in German,
8. Compliance with ARACIS standards on quality management and education effectiveness;
9. Updating the analytical curriculum for courses and practical works/ internships in accordance with the trends for each specialty/ discipline, related to the last 5 years;
10. Inclusion of the teaching activity in the promotion grid of the academic staff;
11. Implementation of information structures with the possibility of direct access by students and teachers to stimulate **e-learning**.
12. Promoting an educational system of the "**evidence based dentistry**" type, accustoming the student from the beginning to search, demonstrate and verify the notions taught, learned and the skills learned
13. Monitoring and possibly optimizing the already implemented student evaluation system; recommending the organization of a department for the evaluation and supervision of these evaluations in accordance with the changes and strategies adopted by the university
14. **Implementation of the objectively structured clinical/practical examination system of students (OSCE)**, recommended by the ADEE to be prior to the theoretical examination/ colloquium - both for the usual exams and for the license examination - examination that will **objectively assess the practical/clinical skills acquired by the students**
15. Judicious and balanced planning of the exam sessions, respectively of the admission and license exams, for all the educational formations within the faculty
16. Stimulating the realization of bachelor's works with a major component related to research and stimulating their continuation at doctoral level, allowing the completion of researches with patents and/ or the realization of prototypes;
17. Periodical updating of the information on the university's website regarding the activities carried out within the Faculty of Dental Medicine;

18. Organization of summer/winter schools to intertwine teaching and extracurricular activities in order to facilitate and improve communication between teachers and students.
19. **Residency – decentralization** of the residency entrance exam, updating the **bibliography**, at least at the level of the bachelor's degree; the balanced distribution of the residents by specialties and the norming/remuneration of the teachers who deal with the residents according to the reality; the stimulation of the residency coordinators to draft specific materials, in accordance with the European curriculum by specialties
20. Adoption and implementation of a centralized management system in accordance with the university management, so that the work and time of the teaching staff can be channeled exclusively on the educational and research process
21. Increasing visibility on the international, national, local, social, and community levels
22. Partnerships with national and international educational and research centers in accordance with the trends and the management plan of the university
23. Continue to support existing optional and optional courses and develop new courses in accordance with the education plan in force

## 4.2. PERSONNEL STRATEGY - DEVELOPMENT OF ACADEMIC STAFF AND AUXILIARY TEACHING STAFF

1. Finding solutions adapted to the legal framework for a decent remuneration of teachers in order to **increase the motivation for an efficient teaching act**;
2. Generating internal competitions between teachers to stimulate the increase of the quality of teaching activities and the biannual/ annual rewarding of the efforts made by them based on collegiate and student evaluations;
3. **Proper norming** of teachers involved in educational activities with **students, resident doctors and doctoral students**;
4. Development of networking programs designed for the collaboration of teachers from different university centers for leveling and implementing a unitary education at national level;
5. Developing or accessing dedicated programs for postdoctoral studies, allowing continuous improvement of teachers;
6. Stimulating the teaching staff to continue their specialized and research activity within the Faculty of Dental Medicine, promoting a remuneration based on the amount of the activity submitted individually;
7. Their involvement in research programs and summer/winter schools with universities internationally in order to access research infrastructures/curricular development programs/research studies/workshops at the level at which they are organized within these prestigious centers;
8. Implementation of programs for the continuous development of educational and research capacities of academic staff members;
9. Continue the specialization of the academic staff in the direction of innovative methods and approaches related to teaching techniques and, especially, to fix practical knowledge and skills;
10. Stimulating the employment of university assistants for a fixed and indefinite period and **organizing biannual competitions to fill vacant teaching positions**, especially at the disciplines with a small number of members, in order to meet the ARACIS standards, regarding the ratio between the number of students and teachers of 5/1-7/1
11. **Further supporting and stimulating teachers to promote to vacant positions by planning the competition exams**. In particular, it is necessary to promote teaching staff in the English language study program in order to meet the ARACIS standards;

12. Creating a climate conducive to the achievement in good conditions of the teaching and research activity, with a permissive emphasis for the possibility of promoting those with valuable results;
13. **Stimulating the support of empowerment theses for teachers who meet the specific conditions.** Thus, the emergence of new doctoral supervisors will lead to an increase in the number of PhD students, potential assistants for a fixed period of time;
14. Encouraging the employment of associate professors from the country and abroad, according to the legislation in the field; especially in collectives with a deficient number of staff. The personalities thus co-opted will be proposed for the award of the distinction by Dr. Honoris Causa, based on the activity carried out with our faculty, generating a real increase in its international visibility;
15. Employment of auxiliary teaching staff, respectively auxiliary staff - administrative and completion thereof where necessary for the proper conduct of clinical, didactic and research activities - especially the employment for an indefinite period of laborers, indispensable for the optimal development of clinical internships, being responsible for the preparation of offices, dental units and specific materials, respectively for the preparation and sterilization of instruments handrails used by students, thus preventing the contamination and/or spread among patients and students of pathogens of major risk to the profession of dentist (HIV, HCV, HVB, Koch bacillus, etc.);
16. Continuing to support the employment of university assistants for a fixed period on vacant positions and at the same time supporting them in meeting the criteria imposed by law for indefinite employment;
17. Adopt and implement in accordance with the university's strategy an information system that will ease the bureaucratic activity of communication and reporting of specific activities within the faculty and the university.

### 4.3. DEVELOPMENT OF STUDENT ACTIVITIES

1. Promoting a correct treatment of students in the Faculty of Dental Medicine Timisoara, from positions of respect for their person and personality and in accordance with the regulations of the institution, in order to ensure that the student-teacher relations are as good as possible;
2. Promoting the principles of professional medical ethics and general principles of health status;
3. Introduction of practical skills from the first year of study, for the development of a student-centered teaching activity;
4. **Curriculum reform and remodeling**, in line with **European trends and national and international accreditation agencies in this direction**, with the ultimate goal of increasing the practical capacities of students; thus, as many students as possible will be involved in the sketching, development and implementation of the curricular strategy at the faculty level;
5. Identification and promotion of active students in the institutional curricular committee;
6. Introduction within the curriculum of the management elements, preclinical and clinical performance research, the ability to work in a team, aspects of direct and indirect communication, etc.;
7. Supporting, as far as possible and according to the university's strategy, the expenses for consumables for preclinical laboratories and clinical internships and their distribution in time, in order to carry out in optimal conditions the specific activity;
8. Development of volunteering and mentoring programs, with a major focus on identifying and training future teachers;
9. Identifying constructive methods of evaluation of teachers by students and promoting these methods in the idea of optimizing teaching activities;
10. Developing a closer communication with the students of the English section in order to evaluate the problems arising in this area and developing constructive solutions in order to reduce them;
11. **Supporting and stimulating Interdentis/ERASMUS programs for exchanges of experience at national and international level**, in order to broaden the spectrum and knowledge related to student life in different areas and cultures at local, European and world level;
12. Facilitating the achievement of a real professional experience as wide as possible and with a focus on the needs of the specific patient;
13. Stimulating the sportive activities of dental students to prevent occupational diseases; performing extracurricular activities accentuated in this direction;

14. Stimulating and supporting the activities of the student association (TDSA) in organizing specific events (DenTim Congress, credited with EMC points by the Romanian College of Dentists); organizing volunteering actions, organizing dedicated workshops, summer/winter schools, etc. It is necessary to optimize the direct communication with the dean's office;
15. Attracting students to the research activities carried out within each department and stimulating the fructification of these researches in scientific and bachelor's works that represent the fruit of at least two years of dedicated activity;
16. Supporting and encouraging students to participate in prestigious landmark events in the country and abroad in order to accustom them to the actions of disseminating the research carried out in advance;
17. Creating opportunities for attracting to the ranks of teachers deserving students with inclinations for this noble profession;
18. Recognition and rewarding of students who achieve outstanding results and awards as a result of research, volunteering, educational programs or national and international competitions.

#### **4.4. DEVELOPMENT OF SCIENTIFIC ACTIVITIES**

1. Developing the major performance research directions already existing within the faculty of dental medicine, but also stimulating new initiatives with potential;
2. Stimulating the research activity completed with patenting and/ or technology transfer that allows the validation of an activity dedicated to the user in the network;
3. Accessing national and international programs that allow the growth of the material base in accordance with the existing international needs
4. Stimulating the development of the competition for grants and internal projects with direct impact on young researchers, allowing the generation of a start for innovative, ideological or experimental research, until the fluidization of national competitions, which are in a cone of shadow at this moment;
5. Stimulating the inclusion of students, PhD students and master students in the research teams who, with their skills, are of real support;
6. Stimulating the completion of research with major impact in improvements ...
7. Rewarding teachers with outstanding results in the field of scientific research (e.g. merit salaries, bonuses, etc.);

8. Development of public/public or public/private partnerships to obtain access to high quality technologies, allowing the achievement of results of interest in the field;
9. Development and support of intra-university collaborations, between different departments and faculty of UMFVBT, along with the extension of collaborations with other universities in Timisoara (UPT, UVT, USAMVT, etc.), with prestigious universities at national and international level, including cotutela-type collaborations, in order to facilitate the access of students, residents and Doctoral students to material and scientific bases – **University of Kent, Canterbury, UK, prof. Adrian Podoleanu; NYU College of Dentistry, USA , - Prof. Andrew Spielman - signed collaboration agreement**
10. Development of cross-border research projects with major impact and potential to be funded due to the inclusion of research topics in the area of European interest - evaluation, diagnosis and monitoring of cancerous processes in the oral sphere, developed with the **University of Szeged; agreement signed with the University of Novi Sad, Faculty of Medicine and dental cynical of Voivodina, Novi Sad, Serbia; agreement signed with the Faculty of Dentistry of the State University of Medicine and Pharmacy "Nicolae Testemitanu", Chisinau, Moldova, agreement signed with Norwegian University of Science and Technology, Department of Mechanical and Industrial Engineering, Trondheim, Norway**
11. Revitalization of the activity and postgraduate courses of interest for graduates, PhD students and residents;
12. Facilitating computer access to databases of interest for teaching and research activity for academic staff, students, PhD students and residents;
13. Attracting funds for a continuous improvement and update of the research base of our faculty;
14. Stimulating the realization of research centers on departments that absorb both teachers and students to work together to achieve real results and own funds.



#### 4.5. DEVELOPMENT OF THE MATERIAL BASE

1. Re-establishment and endowment at current standards of a central laboratory of the Faculty of Dental Medicine, to serve all clinical disciplines through dental technicians hired and stimulated to perform this activity a la long;
2. Identification of new spaces for the extension or relocation of some preclinical and clinical disciplines, in the idea of complying with the ARACIS norms in force, deficient in certain positions;
3. Implementation of modern technologies in optical impression in dental medicine and generation of dentures based on virtual models;
4. Creation of rooms in public / private partnership equipped and supervised by dental companies that allow both the popularization of their technologies / materials, as well as the provision of consumables for the realization of ex vivo and in vivo workmanship of interest;
5. Creation and development of a defectoscopy center dedicated to dentures, serving both the university area and the network of dentists and dental laboratories;
6. Updating the equipment of the dental ceramics laboratory by optimizing the manufacturing technologies, implementing modern methods such as SLS/SLM, CAD/CAM/CAE;
7. Development and activation of the practical skills laboratory, with specificity for dental medicine;
8. Making a mobile dental office and laboratory with which students together with mentors from the academic staff to practice outside the city, in dedicated periods (weekends, vacations, etc.).
9. Renewal of the existing material base of the Faculty of Dental Medicine in accordance with those existing in the partner university centers;
10. Supporting dental technicians departments and stimulating their collaboration with clinical departments for an efficient management of consumable materials necessary for clinical student activities;
11. Stimulating the development of a Non-Invasive Research Center in Dental Medicine with dedicated endowment on Optical Tomography systems in Coherence, MicroCT, Force Atomic Microscopes, Laser Doppler, Confocal Mycorrelic, Photoacoustic Microscopy, SEM/EDAX, MicroCt etc.;
12. Maintaining the service contracts valid for the maintenance of the systems used so far in the didactic and research activity;
13. Accessing research projects focused on the exclusive acquisition of inventory objects and increasing the material base;
14. Improving the supply of consumables necessary for teaching and research activity;
15. Creation of virtual conference centers that allow on-line meetings to solve technical, technological or e-learning problems.

#### **4.6. ATTRACTING FINANCIAL RESOURCES - UMFT AS AN ENTREPRENEURIAL UNIVERSITY**

1. Development of a program open to the general public that allows patients to benefit from the super specialized activity of the teaching staff of the Faculty of Dental Medicine;
2. **Achieving clinical integration of appropriate disciplines that allow thus attracting funds;**
3. Persuading the county authorities for outsourcing the dental services within the General Directorate of Social Assistance and Child Protection Timiș, in order to participate and, why not, to win the tender – thus ensuring students and residents the patients necessary to meet the clinical scales, these patients (who in other conditions could not afford a quality dental treatment) benefiting from specialized treatments performed under strict supervision of didactic staff, specialists and primary physicians in the field;
4. Accessing national, international and dedicated research projects for the development of the material base;
5. Attracting different sponsors, especially among specialized companies, to support teaching and research activities in partnerships;
6. Increasing the number of students in the study program in English language and generating a study program in German language.
7. Carrying out programs to promote the Faculty of Dental Medicine and long and short-term study programs to attract high school students to this medical branch;
8. Stimulating the capitalization of the existing patents and the realization of partnerships in order to identify the finalable research directions, with innovative products that can be used as quickly as possible on the market;
9. Conducting spin-offs that capitalize on the results of the research carried out within the faculty and that also mediate the technological transfer to potential private investors or microenterprises;
10. Achieving a spin-off dedicated to organizing and conducting congresses, conferences, courses and work-shops at university and postgraduate level.

## 5. SWOT ANALYSIS

### Strengths

1. The national and international prestige and gratitude of our faculty;
2. High educational offer for all study programs, long and short-term;
3. Developing programs that are attractive for the university career, including higher pay and improving working conditions;
4. The existing infrastructure is dedicated to the specifics of the faculty and is in many fields updated
5. The national and international recognition of the performance research carried out within our faculty, motivated also by the existence of interdisciplinary teams that have developed collaborations with a major impact in the fields of interest;
6. Compliance with the indicators regarding the enrolment figures in relation to the offer and the number of teachers;
7. There is a functional department at the University level UMFT and a commission at the faculty level to ensure the quality of teaching activity;
8. Positive feedback from employers and graduates of this faculty who recommend the quality of the teaching and research acts carried out;
9. The existence of mobility programs, both for students, young researchers and PhD students (internal projects, won in national and international competitions);
10. Young, enthusiastic teachers with innovative ideas both in the teaching and research fields;
11. Entrepreneurial trend at the faculty level

### Weaknesses

1. Shortage of teachers and auxiliary teaching staff
2. Inefficiency of the methods of attracting teachers to the academic environment;
3. The weight of employment for an indefinite period of the auxiliary teaching staff qualified in the fields of interest (nurses, dental technician)
4. The research developed within the faculty has a major observational and only to a small extent translational tinge;
5. Underfunding of education from the state budget;
6. Absence of a unitary campus that includes student and teaching facilities;
7. Insufficient spaces for carrying out in good conditions the didactic, clinical and research activity;
8. Decrease in the number of students enrolled in the form of fee-based funding
9. Lack of good or very good results in the residency exam
10. Excessive bureaucratization
11. Lack of international accreditations
12. Absence of canteen and parking spaces

<b>Opportunities:</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Introduction of European quality standards;</li> <li>2. Implementation and implementation of curricular reforms;</li> <li>3. Development of cross-border projects;</li> <li>4. Optimization and computerization of students' management, especially those related to consumables;</li> <li>5. Maintaining high standards in human resource development;</li> <li>6. Development of the faculty in an entrepreneurial spirit;</li> <li>7. Transparency in the events carried out by the faculty (contests, acquisitions, investments, etc.);</li> <li>8. Involvement of students in scientific and research activities;</li> <li>9. The opportunity to attract foreign students</li> <li>10. Improving the material base and digitalisation</li> </ol>	<ol style="list-style-type: none"> <li>1. The fluctuating political-economic situation in the country and internationally generates little possibility of forecasting, with major implications in inadequate approximations related to financial support;</li> <li>2. The staff structure is heterogeneous – there is a need to develop team activities;</li> <li>3. Lack of interest of students in assessment procedures;</li> <li>4. Obtaining with difficulty of funds for investment and research;</li> <li>5. Government measures are difficult to anticipate, imposing the need to find ways to fill the shortages of teaching and auxiliary teaching staff</li> <li>6. Lower salaries of teachers and lack of remuneration of teachers in charge of training resident doctors</li> <li>7. Decrease in the number of candidates for the entrance exam</li> </ol>

The directions of action mentioned in this strategy and management plan can be followed only by a real teamwork, open and constructive collaboration characterized by loyalty to the institution, honesty, collegiality, transparency and democratic spirit, under the conditions of observing the legislative framework in force.

**Prof.Dr.Meda-Lavinia Negruțiu**