UMF
UNIVERSITATEA DE MEDICINĂ ŞI FARMACIE
IULIU HAŢIEGANU
CLUJ-NAPOCA

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STRATEGIC PLAN 2024-2029

"Iuliu Haţieganu" University of Medicine and Pharmacy
Cluj-Napoca

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TABLE OF CONTENTS

UMF
UNIVERSITATEA DE MEDICINĂ ȘI FARMACIE IULIU HAȚIEGANU CLUJ-NAPOCA

I. HISTORY, IDENTITY AND TRADITION

The history of our university dates to the Middle Ages, when, in 1565, the Diet of Transylvania decided the creation of a College of Medicine in Cluj. On 12 May 1581, a short-lived college managed and administered by the Order of the Jesuits was established as a precursor of the University of Cluj.

The Cluj School of Medicine and Surgery known as “Lyceum Regium Academicum” was created in 1775. In 1776, the Jesuit college was replaced by another college organized and administered by the religious order of the Piarists.

In 1872, the School of Medicine and Surgery became (by Law XIX/1872) a Faculty of Medicine within the newly founded “Franz Jozsef” University.

After the First World War and the Great Union, the University of Dacia Superior was founded on 1 October 1919 by Royal Decree no. 4031/1919. This third Romanian university included four faculties: Science, Medicine, Law, Letters and Philosophy. Iuliu Hațieganu was the first dean of the Faculty of Medicine. On 7 November 1919, he held the first course in the Romanian language, thus founding the Romanian higher education system in Cluj.

The Cluj Institute of Medicine and Pharmacy was created following the Education Reform of 1948. It originally had five faculties: Medicine, Dentistry, Hygiene, Paediatrics and Pharmacy.

In 1990, the Institute of Medicine and Pharmacy became the University of Medicine and Pharmacy, and then, in 1993, “Iuliu Hațieganu” University of Medicine and Pharmacy (UMFIH), in honour of the first dean of the Faculty of Medicine.

II. CONTEXT. RECTOR'S MESSAGE

UMFIH represents a constant and valuable provider of educational, medical and scientific research services in Romania and Central and Southeastern Europe.

The ranking of the Romanian Ministry of Education and Research (MEC) and the Romanian Agency for Quality Assurance in Higher Education (ARACIS) included UMFIH in the category of advanced research and education universities, the study programmes of our Faculties of Medicine, Dental Medicine and Pharmacy being ranked as category "A". According to the national meta-ranking, which combines the standardized results of nine of the most important international rankings in the field, UMFIH was also ranked fourth in Romania in the last four years, thus being the best-performing university of medicine and pharmacy in the country. This honourable position among the 100 Romanian universities, coupled with the excellent results obtained by our graduates in the national residency exam reinforce our belief that we have embarked on the right path. Our top position, which was reached and strengthened through the efforts of all the members of our academic community, creates the premises for the development strategy of the University in the next period.

Strategy means looking ahead and daring to choose a path. The continuously changing society requires us to adapt to the current technological and social challenges. A well-motivated strategy that is deeply grounded in the realities of today's world leads to changes reflecting our priorities, capabilities, and the evolving demands of society.

II.1. CURRENT SITUATION ANALYSIS

UMFIH today

In over a century of existence, the Cluj Medical School strengthened its credibility, ensuring public trust in UMFIH as a leading medical university in Romania. To this end, we have consistently provided high-quality services and maintained high ethical standards. Our university has received outstanding national and international recognition of its educational services, research results, medical performance, and social responsibility.

Today, UMFIH has a stable structure, with three high-performing faculties and a total of 8.644 undergraduate, master's degree and doctoral students, 3.618 residents, 911 academic staff and researchers, 573 administrative and non-teaching staff, our community, thus having 13.746 members.

The material resources of the University are constantly updated and developed. Our high-level position ensures the strength and resources required for the appropriate functioning of the institution. The development of each faculty contributes to the overall development of the University and to the achievement of the common ideals of our academic community members.

All the projects developed over the last ten years have aimed to increase the national and international academic recognition of UMFIH. The next step is to strengthen the contribution of our university to the development of the Cluj community, thus giving back to the community and creating value in the community and for the community.

Various events and transformations in society have changed our life and daily routine in the last four years. Consequently, our University had to adapt to the realities of the pandemic, the war in Ukraine and the subsequent economic hardship. Despite the difficult times, we have achieved remarkable results such as an increase in the number of applicants to our study programmes, higher national and international prestige, investments in infrastructure, and notable financial results.

We are all convinced of the need for continuous progress and of the competition among medical universities in the modern education market. Competitive consciousness will make a fundamental difference, which will maintain our leader position in Romania and allow us to aspire to greater relevance in Central and Southeastern Europe.

II.2. SWOT ANALYSIS

”Iuliu Haţieganu” University of Medicine and Pharmacy is part of the national education system in Romania. Like any institution, UMFIH has strengths, weaknesses, opportunities and risks.

Strengths

- the **tradition** of the Cluj medical school;
- **three faculties employing elite teaching staff** with international visibility and prestige, who are dedicated to using modern teaching and assessment techniques;
- **good students**, rigorously selected through tough competition;

- **attractive study programmes** with international and national **accreditations**;
- participation in **Neurotech++** projects, a European consortium of prestigious universities for promoting research and innovation in neurosciences;
- **international visibility**, confirmed by scientific publications in prestigious Clarivate-indexed journals, collaboration agreements with prestigious international universities, joint doctoral programmes, organization and/or participation in relevant international conferences, etc.;
- the large number of **international students** and the **multicultural** character of UMFIH, which also contribute to our international integration in the European market of educational services;
- **financial resources** for institutional development;
- national leadership in **modern educational development**, with dynamic curricula adapted to national and European requirements;
- **educational facilities** at international standards: the Centre for Practical Skills and Simulation in Medicine, the laboratories for practical courses at the Faculty of Dental Medicine, the educational tools offered by the Faculty of Medicine (Practical Skills Guide, Summer Practicum Guide for Medical Students, Counselling and Orientation Guide for Medical Students, OSCE Guidelines), the Practice Guide for Pharmacists, the laboratories for pharmaceutical practice;
- **seriousness, commitment and responsibility** in teaching activities, as an integral part of the culture and tradition of our University;

- **high-performance research** facilitated by exceptional research facilities and trained researchers: MedFuture (Research Centre for Advanced Medicine) and the Centre for Genomics and Translational Medicine;
- the **competitiveness of our graduates** in national and international examinations for admission to residency programmes;
- awarding **internal grants** to teaching staff and **research grants** to students, from the university revenue;
- **journals** of national professional associations edited by UMFIH teaching staff (2 Clarivate journals, 2 PubMed journals);
- **solid infrastructure** that is continuously developing and modern information support in line with the educational needs of our students and teaching staff;
- **outstanding prestige, public image and credibility**, both in Romania and Europe, certified by national and international evaluations.

Weaknesses

- decreased involvement of teaching staff in educational activities given that:
  - academic promotion greatly depends on scientific research activity;
  - the large number of patients and medical bureaucracy are time-consuming, thus negatively affecting the time allotted to teaching students;
- insufficient and outdated material resources in some disciplines;
- crowded clinical departments, decreased student access to patients;
- high number of students versus available human resources in certain disciplines;
- insufficient number of high-quality graduates willing to pursue a teaching and research career;
- insufficient international visibility in terms of publications, number of citations, and number of patents filed and granted, at national level;
- reduced attractiveness of Romanian universities for European and international partners due to poor scientific performance caused by factors such as:
  - very long delays in the evaluation of submitted projects;
  - limited access to participate in innovation competitions on smart

specialisation fields by considering universities as large enterprises;

- limited investment in high-performance equipment for research;
- lack of qualified staff due to low-performance criteria and lack of potential for excellence in research;
- the national framework for the acquisition of reagents and consumables for health research, characterized by excessive prices, cumbersome acquisition, lack of national regulations for supplier participation in tenders and product selection according to the lowest price offer, which diminishes quality;

- poor internal communication;
- bureaucracy at all levels, primarily caused by insufficient development of the IT system.

Opportunities

- tough competition for admission to the study programmes of the Faculty of Medicine, which facilitates the selection of valuable students;
- tough competition for the admission of international students to the Faculties of Medicine and Dental Medicine;
- collaboration with prestigious universities in and outside Europe and participation in joint educational projects;
- setting up university extensions in other cities in Romania and in European countries with a long tradition in health education and research;
- development opportunities for faculties and teaching staff offered by the study programmes in English and French;
- access to competitions for EU funding for: investments in teaching and research equipment, participation in research teams, training, student and teaching staff mobility;
- possible creation of a university hospital by converting the CF Cluj University Hospital into an academic facility.

Threats

- steady demographic decline of the school population, with major effects on the number of applicants to all study cycles;
- decrease in the number of Romanian applicants to some degree programmes;

- transfer of UMFIH teaching staff to the private health sector due to better income opportunities;
- increasing national and international competition among universities for valuable students and teaching staff;
- imbalance between the budget allocation per student and the real cost of student education;
- imbalance between the number of students and the infrastructure of some disciplines;
- difficulty motivating and recruiting valuable professionals in some fields, such as fundamental disciplines;
- limited access to medical education of certain groups or in some regions, which may affect diversity and equality in terms of access to higher education;
- pandemics, which can significantly affect educational and research activities in universities and may require structural and operational changes to meet new health requirements and challenges;
- rapid development of global health technology, which may require fast adaptations and investments in infrastructure and resources to ensure the relevance and competitiveness of educational programmes and research;
- changes in legislation or government policies, which may affect the funding and autonomy of the university, placing additional pressure on institutional resources and objectives.

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III. UMFIH STRATEGIC PLAN FOR 2024-2029

III.1. VISION

Our vision is to intrinsically connect medical education, research and practice so that, by continuously increasing the quality of medical services to return value to the community and society.

UMFIH is an institution of excellence in medical and pharmaceutical education that has received national and international recognition for its contribution to research and patient care.

Research, education and patient care are complementary components, each having a synergistic and equal contribution to the performance and prestige of "Iuliu Hațieganu" University of Medicine and Pharmacy.

III.2. MISSION

- The mission of "Iuliu Hațieganu" University of Medicine and Pharmacy is to promote the high-level training of health professionals who can successfully integrate into the global health labour market.

UMFIH provides fundamental, specialized and continuous training for students, residents and health professionals to meet the needs of society.

Training is centred around critical thinking, responsibility, respect for values, commitment to serve the knowledge-based society, flexibility and creativity in the face of globalization challenges.

Given the professional mobility of our graduates, adapting medical and pharmaceutical education to the modern requirements of health services is a fundamental goal. In a globalized society, where fierce competition requires meeting the most demanding standards, the training of health professionals must be based on acquiring professional expertise and practical skills, while at the same time developing excellent communication skills and abilities alongside impeccable professional ethics.

- Besides the educational mission, key pillars of our university mission are aimed at achieving high-quality research results, increasing the international visibility of the University, as well as applying the results of medical, pharmaceutical and clinical research to patient care for improving the quality of medical services, patient wellbeing and the health system as a whole.

- the University also has an important social responsibility mission, which we fulfil by providing health care services to the population, training professionals to meet the needs of the society, community development and modernization, knowledge transfer, technological innovations, health policy proposals, improving institutional practices, etc.

We are aware that the University is confronted with pressures and challenges that have changed in the last ten years. The fast development of medical research, biotechnologies, artificial intelligence, big data, and augmented and virtual reality has become a current challenge. These realities do not deter us from our mission, but they influence the objectives required to achieve our social responsibility mission.

The fundamental mission of the University can only be fulfilled in a harmonious symbiosis with the health system, such collaboration being vital for the functioning of any medical university.

The mission of the University is directly shaped by the continuous, substantial and rapid changes occurring in the knowledge-based society, in biological and medical sciences, and in the new information and communication technologies.

The vision and mission of the University generate the framework that defines the main strategic objectives and directions for achieving them.

III.3. FUNDAMENTAL VALUES

To achieve our vision and turn it into reality, our focus is on clearly defying our core value system and consolidating our university brand.

Core values will become an integral part of our organizational culture and serve as leading principles for building our image and overcoming challenges. These values will be reflected in the management of the University and in the norms that will guide us towards fulfilling our vision.

UMFIH is founded on the fundamental values that many European universities agreed on in Magna Charta Universitatum. This agreement establishes the importance of *institutional autonomy* and *academic freedom*.

Universities must resist external pressures and defend the freedom, integrity and quality of education and research. Medical universities operate in a field where defining, sharing and adopting core values are essential aspects that determine how we perform our activity, establish work relationships and interact with society.

In addition to institutional autonomy and academic freedom, UMFIH must respect the following *fundamental values*:

- *Professionalism* – focus on excellence and high-level academic activities
- *Honesty* - respect for truth, correctness, honour, integrity, compliance with the Code of Moral and Professional Ethics
- *Accountability* - assuming responsibility and the consequences of own actions, ensuring credibility
- *Involvement* - passion and enthusiasm in teaching and research activities
- *Loyalty to the institution* - commitment to the defining elements of the organizational culture of the University
- *Equal* opportunities
- *Meritocracy*.

Given the dynamic changes taking place in our world and society, UMFIH faces challenges that can be overcome by the joint effort of teaching staff and students, as academic partners.

In the attempt to identify some of these challenges, we established several of our objectives for the next period.

IV.STRATEGIC OBJECTIVES

IV.1. TEACHING AND EDUCATIONAL OBJECTIVES. ACADEMIC EXCELLENCE

1. Increasing the quality of all our university study programmes and teaching methods.

2. Successfully integrating our university graduates into the global healthcare market with excellent professional results.

"Iuliu Haţieganu" University of Medicine and Pharmacy is a modern and dynamic institution with a competitive educational offer on the European education market.

As a result of the extensive and rapid developments in national education and health systems, we assume the challenge of aligning the traditional values of the Cluj Medical School with the new developments in society.

Thus, given the professional mobility of our graduates, we must actively adapt medical education to the demands of the health services market, which requires increasingly well-prepared graduates with certified professional competencies and practical abilities supported by good language and communication skills, and appropriate professional attitude.

Internationalization, interprofessional education, and lifelong learning will continue to be foundations of our future educational activity. We wish to strengthen the image of our university centred around pedagogical creativity and innovation. We also wish to fulfil our social responsibility by offering educational services that reflect the needs and challenges of society.

Specific objectives

To strengthen our leadership position in educational strategies among Romanian medical universities and become a landmark in European educational services, we propose the following:

- Curriculum redesign and adaptation in all faculties. This approach refers to both content and teaching methods so that the concepts of student-centredness and problem-solving become an integral part of our organizational culture;
    - permanent adaptation of the curriculum of all study programmes in accordance with national standards and European/ international trends in the development of medical and pharmaceutical education;
    - curriculum redesign through pilot projects within the framework of institutional development projects;
- Implementation of a curriculum system according to the skills required by the graduates of each study programme;
    - definition by faculty management of the graduate profile and the competencies required on completion of each study programme;
    - efficiency of the educational process reflected by the integration of graduates into the labour market. To assess the competencies required by the health system, regular consultations will be conducted with all involved parties (employers, professional associations, patient associations), which shall be considered partners in the educational process;
    - identification by the Department of Curriculum Development and Pedagogical Training of current and future needs for the implementation of a curriculum system according to the skills required by each graduate;
- Developing the practical component of student training across the study programmes of all University Faculties;

○ applying for educational projects aimed at improving and structuring students' specialist practice, which represents 20% of the curriculum of the study programmes, and developing educational tools useful for students to acquire manual practical skills.

○ increasing the inclusion and use of simulation-based learning as a pedagogical method

(students and residents).

○ strengthening the introduction of modern educational methods into the university culture and promoting teaching approaches that increase active student engagement, as well as integrating multidisciplinary knowledge acquired across different subjects (Interprofessional Education and interdisciplinary teamwork, Problem-Based Learning, Team-Based Learning, Study Guides, Activity Portfolio, Simulation Centre Training, etc.).

- Standardizing student assessment according to the educational objectives of study programs and adapting the curriculum to achieve them. Standardization should also include practical exams by adopting the Objective Structured Clinical Examination (OSCE) in as many disciplines as possible.

- Improving the qualitative level and practical relevance of resident training; the University should consider any action that improves residency specialization a priority; our residents should be viewed both as students and as partners in the functioning of medical services.

- The Doctoral School must effectively achieve its educational objective, training well-prepared researchers with demonstrable research skills capable of enhancing the quality and level of the university's research output. Simultaneously, under current legal provisions, the Doctoral School should be regarded as an incubator for both research and academic career development.

- Creating a new dimension of postgraduate education through the development of distance learning via e-learning and blended learning, enabling the university to adapt to high-quality standards anytime, anywhere, and at low cost; development of postgraduate programmes and continuous professional development for academic staff and medical and pharmaceutical personnel.

- Developing one or two university extensions with study programmes in neighbouring regions where labour market demand exists, in partnership with local authorities and county hospitals, following a thorough analysis of benefits and costs. In addition to career development opportunities for the academic staff, these extensions will enhance the prestige and public image of our university and serve the university's mission of social responsibility.

- Creating an international extension of UMFIH, which will increase the prestige and international visibility of our university, considering the high demand for medical training in EU countries, the experience of our academic staff, and anticipated institutional development opportunities.

- Diversifying the University's educational portfolio by creating new study programmes; feasibility of establishing short-term study programmes will be analysed following the enactment of Law 199/2023.

- Increasing the weight of teaching quality as a factor in academic staff promotion.

Defining evaluation standards whereby teaching performance quality becomes one of the important criteria assessed for academic staff promotion.

- Development and professionalisation of the Curriculum Development Department at UMFIH, as a support structure for curriculum development and the organisation of trainer training programmes in medical education.
- ○ Promoting the recruitment of experts in medical education.
- Including other dimensions beyond learning and research, such as cultural, humanitarian, or volunteer activities in the educational process, contributing to the development of compassion and empathy, essential traits for future health professionals.
- Applying annually for institutional projects funded through the Institutional Development Fund (IDF) to enable financing of proposed educational developments.
- Promoting UMFIH's educational achievements in the media, as they represent the brand of the Cluj school of Medicine and Pharmacy.

IV.2. DUAL EDUCATION

In developing dual education, UMFIH is a partner in the "Cluj Dual Education Consortium" Project under Romania's National Recovery and Resilience Plan (NRRP), Component C15 – Education, project call titled "Pilot programme for the Development of Regional Consortia for Dual Education," concerning the professional training of students starting in the school year [2023–2024]/university year [2024–2025].

Alongside universities, this project includes local public authorities, pre-university educational institutions, and private economic operators.

The primary objective of this project is to ensure initial professional education and training in a dual system, by developing partnerships with economic operators or other relevant partners to align education and training with labour market requirements. Within this project, UMFIH:

• Will participate in activities conducted by the Consortium;

• Will have unrestricted access to the infrastructure within the Dual Campus;

• Will submit research and development projects as a partner or project leader, implemented using the Dual Campus infrastructure;

• Will establish clusters together with other public and private partners;

• Will introduce a new study programme, "Industrial Pharmaceutical Assistance," with graduates qualifying as "Pharmaceutical Industry Analysts" (a new occupation);

• Will conduct practical activities in collaboration with its partner, SC Terapia SA.

The educational infrastructure for this dual education project includes shared accommodation and dining spaces, a library with a reading room, a modular amphitheatre, laboratories specific to each field, seminar rooms, two digitisation workshops, an underground parking lot with 40 spaces, and a dedicated laboratory for UMFIH with 20 places and a surface area of 210 sqm, serving industrial pharmaceutical domains.

IV.3. PSYCHOLOGICAL COUNSELLING AND CAREER GUIDANCE CENTRE

The strategy of the Psychological Counselling and Career Guidance Centre aligns with short-, medium, and long-term strategy of "Iuliu Haţieganu" University of Medicine and Pharmacy and comprises an action plan aimed at improving and continuously developing the Centre's activities.

The strategic plan focuses on the Centre's mission to support students and graduates of "Iuliu Haţieganu" University of Medicine and Pharmacy, as well as final-year secondary school students, to optimize their educational and professional pathways and facilitate their access to the labour market.

As a specific objective, the Centre complements student support services at "Iuliu Haţieganu" University of Medicine and Pharmacy, providing qualified assistance in defining life and career projects, optimizing academic performance, and supporting the crucial transition to the labour market.

Target group: students of the Faculty of Medicine, Faculty of Dentistry, Faculty of Pharmacy, residents, and school students.

Operational objectives of the Psychological Counselling and Career Guidance Centre:
a) Provide qualified psychological counselling and career guidance services to enable informed specialty or workplace choices and the ability to plan and manage personal educational paths.

b) Reduce university dropout through psychological and educational counselling interventions across all study lines to prevent / limit university dropout rate; identifying causes of dropout (personal, cognitive, professional, motivational, career misorientation) and mitigating maladaptive adaptation to academic requirements.

c) Facilitate student-labour market interaction:

- Create opportunities to understand the labour market;
- Provide up-to-date information on challenges in the medical/professional labour market for future graduates;
- Develop competencies for personal branding to increase graduate competitiveness.

d) Increase employability in completed medical fields and stimulate student entrepreneurship as an alternative professional insertion in the studied fields.

e) Provide psychological counselling for students exhibiting maladaptive symptoms during their academic journey; crisis intervention for risk situations.

f) Promote UMFIH's educational offerings through targeted seminars for secondary school students.
g) Conduct scientific research in psychology to understand and identify factors negatively affecting the educational process.

h) Prepare projects for obtaining non-reimbursable educational funding.

Actions include:

• Inform students about available UMFIH undergraduate and postgraduate studies and opportunities; choosing educational opportunities;

• Develop personal management skills (public speaking, personal branding, time management, etc.);

• Assist in job search tools (writing CVs, motivation letters);

• Prepare students for job interviews;

• Develop learning strategies and adequate motivation;

• Identify learning difficulties and assist with exam preparation;

• Provide psychological counselling;

• Organise workshops addressing various psychological issues or career guidance challenges.

IV.4. RESEARCH AND INNOVATION AT UMFIH

Scientific research drives progress and underpins the overall development of universities. Medical research, whether fundamental or clinical, benefits patients.

Scientific research is a core component of our University's mission. The Ministry of National Education and ARACIS classify UMFIH among advanced research and education universities. Over the last four years, we have ranked among the top national universities in securing research and institutional projects, in highly relevant project competitions.

Fostering research in a medical university requires a multidirectional approach, targeting infrastructure, funding, personnel, and research culture itself. Competition for resources necessitates quality personnel, infrastructure, and adequate funding.

As an advanced research university, coordinated research with an integrating and internationalization vision and sustainability through projects will remain a priority. Research enhances recognition, prestige, and competitiveness globally.

Our research development strategy is based on a few simple yet solid elements: the

identification and support of cutting-edge approaches, international relevance, interdisciplinarity, the inclusion of research activity among the criteria for evaluating academic staff, the promotion of research among students, and the encouragement of intelligent management at the Doctoral School level in line with the most demanding scientific standards.

At present, at the international level, there is a competitively open university culture, with multiple official hierarchies of universities, reflected in numerous rankings. The main criterion by which fields of study and universities are evaluated and ranked, both within the national education system and in international rankings, is scientific research.

In addition to increasing international visibility, performance in scientific research is additionally and differentially funded, which implicitly leads to institutional development. These are the reasons why research is considered the primary criterion in the promotion and evaluation of academic staff, which can sometimes create frustrations, given that the main activity for which we are remunerated is teaching. Identifying a balance between the weight of these two activities in the evaluation of academic staff and in promotions must be considered by the management of the faculties and the University. Recently, new teaching standards have been introduced in the Promotion Regulations, an approach that should be continued and optimized.

Another increasingly relevant challenge is the competition among universities for obtaining resources. Regarding research, resources are primarily obtained through the successful acquisition of grants in project competitions and through research contracts with independent funding.

Therefore, scientific research must be regarded as the “engine” of UMFIH - a key driver of excellence and, at the same time, an important factor in national and international visibility.

Strategic objectives:

The promotion of a culture of excellence and innovation at UMFIH will be achieved through high-quality, interdisciplinary, and strategic scientific research. By orienting research toward technologies and solutions with practical applicability in the medium and long term, we will contribute to the continuous progress and the resolution of medically relevant societal challenges, with the ultimate goal of community prosperity and well-being.

The overall strategic objective of research activities at UMFIH is:

● To strengthen the quality of research and education through global, national, and local collaboration and engagement, thereby maintaining our position among the top universities in the country, while interconnecting excellence in education with excellence in research and fostering the transfer of knowledge between research and teaching.

Scientific research is the essential driver of excellence and simultaneously an important factor in national and international visibility. From this derive several specific objectives,

which are presented in the following section.

Specific objectives:

- Fostering scientific research meant to ensure progress in medical-pharmaceutical sciences and other health-related sciences;
- Achieving national and international relevance of results, reflected in the quality of services, publications, patents, and citations;
- Alignment with national and international research systems;
- Periodic updating of UMFIH's research strategy, focusing research activities on relevant topics where there are conditions for significant results, available expertise, and facilities, to optimize the use of resources for achieving results with practical medical applicability, as well as for the innovation, approval, or patenting of new products.
- Development of credible, reproducible, and open research with accessible data (Horizon Europe 2021–2027, "Goals of Research and Innovation Policy in the EU – Open Innovation/Open Science/Open to the World") and pursuing a leading position in relevant rankings, thereby enhancing the University's position in the national meta-ranking.
- Valorisation of the University's scientific tradition and human and material potential, ensuring a competitive advantage in scientific research at both national and international levels.
- Implementation of a human resources strategy for researchers at UMFIH, in accordance with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C), aimed at fostering a culture of high-quality and successful research (HRS4R).
- Developing high-performing research units and stimulate competition by allocating additional resources to top performers;
- Stimulating participation in international scientific project competitions and EU research funding, and provide specific institutional support towards this goal;
- Promoting excellence through internationalization to become a hub that attracts national and international researchers;
- Maintaining the University among the top 1,000 institutions in the field of scientific research, emphasizing our commitment to excellence. Achieving a 10–15% increase in the number of articles published in journals indexed in the Science Citation Index Expanded, ranked in quartiles 1 or 2, compared to the previous period. Achieving a 10% increase in the number of projects awarded, relative to the number of competitions launched.

- Developing international partnerships: expanding the network of international collaborations with higher education institutions and research centres to facilitate experience exchange, resource sharing, and innovative approaches.

- Strategies to enhance the University's visibility.

- Interconnecting excellence in education with excellence in research and promoting knowledge and technology transfer activities between research and teaching.

- Continuing the balanced development of research infrastructure and its utilization for the broad benefit of research teams within UMFIH. To this end, convergence of investments and expanded access to state-of-the-art equipment for multiple users within the University is desirable. Financial resources should be approached flexibly, with identification of all funding opportunities from grants to independent financing, in line with European practice.

- Supporting students with research potential through research grants and the development of student scientific societies or clubs at the departmental level, which should serve as incubators for future doctoral and post-doctoral researchers.

- Promoting collaboration among the University's Faculties, as well as inter-university cooperation, to strengthen the inter- and transdisciplinary nature of research, a key condition for producing valuable results that enhance the University's scientific performance.

- Developing specialized human resources in research through the employment of postdoctoral researchers associated with the University's research centres.

- Encouraging and supporting the organization of major scientific events with international participation to establish a European tradition.

- Institutional support for faculty members in obtaining habilitation certificates and supervising doctoral students by providing high-quality professional supervisors to cover as many specialties as possible.

- Supporting scientific activity through the Research–Development–Innovation Department, including providing services to members of the academic community, such as statistical data processing, guidance on writing scientific articles, English for medical purposes consultation, project writing, periodic updates on current funding programs, scientometric analysis, project design, graphic design for publications, and professional editing.

- Optimizing administrative processes in research:

    - Promoting efficiency and simplification by implementing an integrated digital system for effective management of research projects, streamlining administrative processes, and reducing bureaucracy associated with research activities.

- Developing training programs for researchers and administrative staff to optimize the use of digital tools and administrative procedures.

- Implementing a centralized platform for access to administrative resources, guides, and support, facilitating researchers in successfully completing the administrative stages of their projects.

- Establishing feedback mechanisms and continuous improvement processes for administrative procedures, involving researchers and administrative staff to ensure increased efficiency throughout the research process.

- Research with community impact: focusing research on health issues specific to the local community, ensuring that results have a direct and positive effect on public health.
  Expanding collaboration and communication platforms: implementing and improving digital platforms and communication systems to facilitate collaboration and exchange of ideas among researchers, both internally and internationally.

- Monitoring and evaluating performance: continuously reviewing research monitoring and evaluation systems, including impact and quality indicators, to ensure efficient resource management.

Actions include:

- Directing research in line with the current state of international knowledge and priority funding areas - fundamental, clinical, and applied research - to modernize the educational process, develop new protocols and products through technology transfer, and support new treatments and personalized medicine.

- Reviewing and defining strategic areas of inter- and transdisciplinary research by proposing innovative directions and themes with real development potential and the capacity to produce significant scientific results with national and international impact, including patentable outcomes.

- Disseminating the results of successful competitive projects to share best practices in research and the impact of research outcomes at regional and national levels.

- Monitoring the implementation of the University's Scientific Research Activity Regulations and best practices in research, as well as achievements in scientific performance. Aligning promotion criteria for scientific research with European standards and providing incentives for those who meet them.

- Addressing European priority topics related to serious health issues, as well as emerging threats, such as the increasing prevalence of chronic diseases: Alzheimer's disease, diabetes, cardiovascular diseases, and infectious diseases caused by new or antibiotic-resistant pathogens, alongside challenges posed by population aging.

- Identifying new ways to prevent disease, improve diagnosis, enhance therapy

effectiveness, and adopt new models of care and health-promoting technologies (digital future, personalized medicine aimed at chronic non-communicable diseases, quality of life for patients and the general population, e-Health, telemedicine, Internet of Things, cosmetics and dietary supplements, innovation in oncology products and services, innovation in balneology through new services and products, implantology and transplantology, nutrition/dietetics, new pharmaceutical products - hybrid drugs, biosimilars, phytochemicals, creative and digital technologies, artificial intelligence). The 17 Sustainable Development Goals (SDGs) in the National Strategy for 2030 largely align with enhancing the capacity to attract research funding in health-related fields.

- Promoting a research culture through:
    - Providing incentives for publication in high-impact journals and securing research grants;
    - Organizing regular seminars and conferences, and participating in events that allow researchers to share their work and interact with peers;
    - Mentorship programs: pairing less experienced researchers with academics/researchers with experience for guidance and support;
    - Raising awareness of the societal impact of research activities;
    - Encouraging research teams addressing interdisciplinary topics and creating new spaces for interdisciplinary research laboratories;
    - Strengthening connections between preclinical research and clinical activities by enhancing translational biomedical research, particularly in priority areas.
- Ensuring continuity and consolidation of priority domains identified in relevant strategies, as well as those currently considered top-priority:
    - Translational medicine;
    - Drug research, including pharmaceutical packaging.
        - Nanotechnologies and nanomaterials;
        - Genomics and transcriptomics;
        - Clinical proteomics;
        - Metabolomics.
- Encouraging the submission of large research projects - European Research Council (ERC), ERA Chair, etc. - by offering awards or incentives to those who apply and achieve a high score.
- Developing coherent strategies to increase the visibility of the University.

- Maintaining lobbying efforts at both national and European levels to ensure that our University becomes well-known and is invited to participate in large-scale collaborative projects (following the model of neighbouring countries).
- Continuously updating the integrated performance monitoring system. Regular evaluation of the impact and quality of research. Collecting feedback from researchers and administrative staff for continuous improvements.
- Identifying potential partners in the medical and pharmaceutical industries. Organizing matchmaking events with companies in the field based on existing patents/patent applications. Developing pilot projects for technology transfer. Facilitating collaborations between researchers and medical entities to implement practical solutions. Organising events and conferences to promote research results in industry and clinical practice.

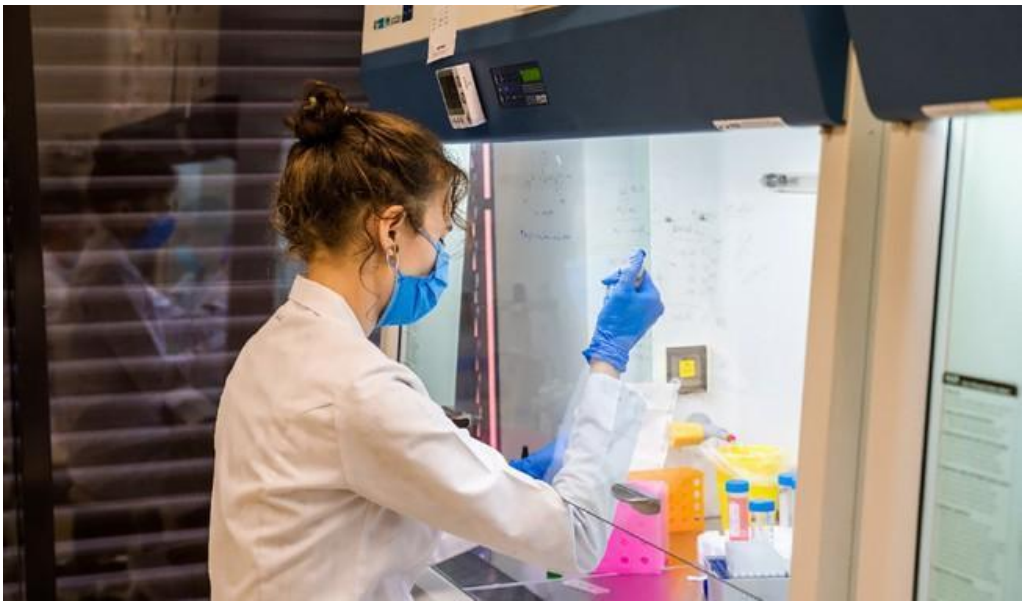
Human Resources for Research, Development and Innovation

- Strengthening high-performing research teams within the University's centres and faculty / department groups, with periodic redefinition, accreditation/reaccreditation of these structures to enhance performance and optimise the use of material and human resources.
- The setting up of the UMFIH Research Institute (ICUMFIH) will include the development of a dedicated research infrastructure to facilitate the unified, optimized and strategically planned operation of the University's research centres, in close collaboration with faculty research centres. This initiative aims to ensure the effective validation and utilization of human, material and financial resources. Additionally, performance criteria will be established for ICUMFIH and all its departments, with the objective of transforming the institute into a centre of excellence.
- The Institute's objectives should include becoming one of the leading biomedical research centres in Eastern Europe by:
    - attracting significant research funding to UMFIH;
    - connecting fundamental research with clinical medicine;
    - creating an environment where top students and PhD candidates from UMFIH can establish successful scientific careers;
    - To attract high-quality researchers from other university centres in Romania and abroad, the UMFIH Research Institute must identify, from the outset, a number of strategic external partners who can contribute through their expertise and enhance the level and quality of research within the University. Research groups that demonstrate notable results and express interest may affiliate with the Institute. At the same time, the Institute will also serve as a support structure (core facilities) for all research groups or nuclei.

- Continuously improving human resources policies in research at UMFIH, in accordance with European standards. The adoption of a specific action plan aimed at developing high-quality management in research human resources policy, based on open, transparent and merit-based recruitment.
- Creating and continuously updating a dedicated webpage for the University's Human Resources Strategy for Researchers (HRS4R).
- Further professional development of specialised human resources in research by:
    - updating the status of RDI personnel at UMFIH staff in accordance with current legislation and the European HRS4R strategy;
    - developing a human resources policy for RDI, which would define career development paths and role of permanent researchers at UMFIH;
- Talent recruitment - actively identifying and hiring both experienced researchers and promising young talents;
- Supporting fundamental research values (safety, independence, fairness, integrity) and serving the research community in alignment with all pillars of the European Human Resources Strategy for Researchers (HRS4R).
- Encouraging the formation of interdisciplinary teams that bring together diverse areas of expertise;
    - Continuously updating UMFIH’s internal regulations and procedures for academic and research staff recruitment, ensuring alignment with HRS4R principles on open, transparent and merit-based hiring, as well as compliance with national legislation;
    - Including researchers in the target groups of the University’s Psychological Counselling and Career Guidance Centre;
    - The development of a Code of Ethics and Professional Conduct in Research, Development, and Innovation (RDI) activities;
    - Encouraging the employment of researchers on fixed-term contracts, including postdoctoral researchers, who are affiliated with the University's research nuclei, based on budgetary resources obtained from grants, contracts, or services. This also includes attracting nationally or internationally recognised researchers with experience and visibility, on either fixed-term or permanent contracts.
    - creating an optimal number of research positions within the University's centres of excellence, faculties and departments;
- Investing in the training of research management / experts and securing funding for major projects (investment in leadership and management training).
- Supporting students with research potential and PhD students by partially or fully reimbursing publication fees for scientific articles, under the internal procedures established by UMFIH.
- Providing support for young early-career researchers through funding for

participation in scientific events, international innovation competitions, as well as international invention fairs. Identifying mobility programmes that provide financial support for research placements in prestigious laboratories.

- Developing attractive postdoctoral programmes to recruit new researchers;
- Continuing education – offering courses and workshops for academic staff to stay up to date with advanced research methodologies in their fields;
- Supporting the "Iuliu Hațieganu" Student Entrepreneurship Association (ASAIH) in Cluj-Napoca and fostering valuable entrepreneurial initiatives among academic staff and researchers.
- Continuously updating the research activity presentation on UMFIH's website, highlighting research fields, disciplines, researchers and their teams, ongoing projects, obtained results, and relevant publications. This will enhance visibility and attract external collaborations.



Research evaluation

The evaluation process will focus on two main components: publicly verifiable research results and the impact of these results:

- Publicly verifiable research results include publications (articles, particularly in Q1 and Q2 journals, books), patents, certified products, innovative technologies and services implemented in the economy.
- the impact of research results will be assessed through:
  - consequences noticed at an educational level - the number of students and PhD candidates attracted to research;
  - research impact - citations;
  - practical implications - in terms of technology transfer, professional training, services, and public policies.
- Research will be continuously evaluated and adapted based on general principles: relevance to science and society, competitiveness (addressing key theoretical or practical issues for society) and transparency (clear and explicit evaluation criteria).
- Establishing coherent objectives for each research unit, aligned with the University's strategy, with defined responsibilities and performance indicators. Research centres will be evaluated based on the number of researchers, allocated funding, infrastructure, and research domains. Competitiveness will be encouraged by allocating additional resources to reward outstanding achievements, following periodic performance evaluations of academic and research staff.
- The development of a body of experts, with the support of research leaders, to ensure a peer review process for upcoming projects, thereby enhancing their competitiveness.
- Using feedback from all stakeholders to continuously improve the research environment.

Key Research Performance Indicators

The key indicators used for comparison with other international universities are:

- cumulative impact factor
- citation rate
- volume of funding from independent sources
- technology transfer
- the number of completed PhD theses

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Research infrastructure

- Continuing the balanced development of research infrastructure and ensuring its broad accessibility to UMFIH research teams, particularly in priority fields with notable results, to foster national and international collaborations.
- Aligning investments and expanding access to cutting-edge equipment for multiple users within the University, with clear access conditions.
- Identifying all available funding opportunities from grants to independent financing, in line with European practices.
- Developing the UMFIH Digitization and Innovation Hub (founded in 2023) with a dedicated focus on artificial intelligence (AI), advancing AI research and its application to medical fields. Collaborations with IT and AI specialists to develop innovative research and education solutions. Launching and funding AI-driven research projects, particularly in diagnosis, treatment and medical data management. Engaging researchers, students and the medical community in these projects.

Cooperation and internationalization

- Strengthening and expanding new inter-university collaborations and partnerships to enhance the interdisciplinary nature of research, facilitated through an online database or ERTIS platform at county or regional level with all available research infrastructure.
- Interdisciplinary and transdisciplinary collaborations among the University's internal structures by strengthening or establishing strategic research partnerships with:
    - other universities in Cluj-Napoca and public research institutes in the field of health in Cluj-Napoca (such as the "Octavian Fodor" Regional Institute of Gastroenterology and Hepatology, the "Ion Chiricuță" Oncology Institute, the "Nicolae Stăncioiu" Emergency Institute for Cardiovascular Diseases, the Institute of Urology and Renal Transplantation, the Institute of Public Health, etc.). Potential areas of collaboration include consortium-based activities with traditional partners such as USAMV, UTCN, UMFST, and others.
    - The economic sector, including pharmaceutical and biotechnology companies.
    - European universities, by continuing research collaborations and participating in European university consortiums such as NeurotechEU, with subsequent initiatives NeurotechRI, and Neurotech++. This partnership involves prestigious universities conducting research at the highest standards in the field.
    - with university hospitals and clinics, through collaboration with hospital management, to improve and develop clinical research activities, to establish research hubs, and to create dedicated infrastructure within university clinics.
- Continuing the organization of large-scale scientific events with international participation, aiming to establish a European tradition and, through this, to transform the University and academic Cluj into a hub of attraction and scientific excellence.
- Supporting participation in international research networks such as COST networks and adherence to global research consortia.
- Encouraging joint publications with international research groups.
- Attracting outstanding researchers from abroad to become members of the academic community by engaging in UMFIH research projects.
- Attracting Romanian researchers with expertise gained in prestigious

international research centres into UMFIH's research structures.

Research funding

- The current precarious state of national and private research funding (as of 2024) poses a significant challenge for UMFIH. The University must prioritize securing European and international research funding despite intense competition. Key measures:
  - To promote the support services provided by the University's research centres among members of the academic community, with the aim of stimulating their engagement in competitions for international scientific projects and facilitating access to European research funding.
  - Organising project writing activities: training academic staff and students in drafting successful grant proposals.
  - Dedicated personnel for grant support: increasing the number of experienced staff employed in the Research, Development, and Innovation Department to assist researchers in identifying funding opportunities and developing proposals.
- Accrediting/re-accrediting laboratories to provide research and medical services.
- To ensure the continuity of research undertaken through grant funding, a percentage of the overhead costs associated with these grants may be allocated back to the research teams, either directly or indirectly, via administrative services. The funds will be allocated primarily to the most efficient departments, in proportion to their contribution to their acquisition.
- Identifying and promoting funding tools for research mobility and infrastructure development competitions.
- Enhancing the logistical efficiency of research and reducing bureaucracy: optimising the procurement of research materials and equipment, implementing effective digitalization of research centres and administrative services to facilitate communication (e.g. online scheduling systems, publication of service offers), modernising IT infrastructure, upgrading software licences used in research, and introducing measures to streamline administrative processes in grant management.
- Collaboration with the private sector to increase funding for applied and sustainable research through sources other than public funds.
- Supporting the "Valeriu Bologa" University Library as a centre of excellence and promoting it as a national model in the field; ensuring access to scientific information and continuing the acquisition of relevant databases for the medical field.
- Continuing the implementation of the Taskforce Open Science initiative to support the Open Access publication of research findings and educational

materials.

Focusing on Innovation, Technology Transfer, and Economic Impact

UMFIH will support innovation through:

- Accrediting the Technology Transfer Centre (CTT) within the National Innovation and Technology Transfer Network (ReNITT) in accordance with the legislation in force and affiliation with relevant European professional organisations.
- Increasing awareness among academic staff, researchers, PhD students and master's students regarding intellectual property (IP), IP licensing, copyright law, technology transfer, the code of good practice in IP management, business plans, marketing strategies, and the importance of aligning research with market needs.
- Enhancing the transfer of best practices among research, development, and innovation structures, the business sector, and public beneficiaries, including institutions and the general population.
- Maximising the potential for patenting ideas, products, production processes, or techniques resulting from funded research projects; promoting the most valuable research outcomes of the University within the economic sector and facilitating their commercial implementation, including encouraging the acquisition of European patents. Supporting contractual research services for industrial research and experimental development; providing consultancy and support for researchers seeking to patent their findings, addressing the current prolonged patenting process (5 years on average).
- Initiating and consolidating new research, development, and innovation (RDI) collaborations with prestigious universities and private companies to facilitate knowledge transfer to the socio-economic sector via the Technology Transfer Centre. These efforts align with best practices technology transfer and intellectual property management, as outlined in the European Commission Recommendation no.1329/10.04.2008. Expanding UMFIH's cooperation with regional and national research institutes, Regional Development Agencies (ADR), economic operators, innovation clusters, and national and European technology transfer centres (CTT), including the pursuit of EEA Grants for collaborative research projects.
- Establishing and continuously updating a database of potential collaborators, including regional and national research and development institutes, universities, specialised firms, regional development agencies, and technology parks. This resource will facilitate the identification of target partners for technology transfer initiatives.
- Encouraging innovation within the University by fostering the development of new businesses in competitive economic sectors at local, regional and national

levels. This includes supporting spin-offs, youth-led projects, and start-ups based on patents developed within the University.

- Developing a publicly accessible online portfolio detailing UMFIH's expertise, services, and potential for collaboration in research, development, and innovation (RDI) activities. This resource will include descriptions of competencies across various fields, a list of available services with equipment and pricing, research and development contract opportunities, and consultancy and technology transfer services.
- Facilitating the efficient transfer of research findings into practical medical solutions by collaborating with medical institutions and the pharmaceutical industry. This initiative aims to integrate innovations into diagnostics, treatment, and patient care, thereby maximising their impact on public health. Establishing partnerships with pharmaceutical companies and medical entities to ensure seamless implementation of research into clinical practice. Developing dedicated programmes to support technology transfer, assisting researchers in translating their discoveries into practical clinical applications.
- Development of incubators and accelerators: establishing programmes to support the translation of research discoveries into commercial products, fostering an environment conducive to innovation and entrepreneurship.

Social responsibility of research

UMFIH's research programmes are committed to:

- Community-driven research, encouraging projects addressing local healthcare challenges.
- Disseminating key research findings to the public and incorporating community feedback.

IV.2. DOCTORAL SCHOOL

UMFIH stands out in the European higher education landscape through an attractive educational offer that includes 14 undergraduate study programmes, 20 master's programmes, and a Doctoral School in biomedical sciences, with specialisations in medicine, dentistry, and pharmacy. The Doctoral School attracts a significant number of PhD students each year, both from Romania and abroad, fostering a multicultural educational environment. In line with the Bologna Process, doctoral studies represent the pathway for training as a scientific researcher, where progress is achieved through knowledge acquisition, personal involvement, and constructive dialogue.

Doctoral students are a valuable resource for both the Doctoral School and the University. Their scientific training must prioritize the development of independent research skills while maintaining a strong connection with the economic sector, ensuring a rapid socio-professional integration.

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Strategic objectives

- High-quality scientific research – The Doctoral School must remain the driving force of scientific research, reinforcing UMFIH's leadership position in Romania. The goal is to establish a centre of competence and competitiveness, ensuring the University maintains its top ranking among specialized institutions in Europe.

- Development of doctoral students' research skills – doctoral students' scientific training should focus on developing independent research skills, closely linked to the economic sector, to facilitate their rapid socio-professional integration.
- Increasing the doctoral graduation rate and reducing the average completion time.

Specific objectives

- Mandatory research standards for doctoral students by stipulating in the doctoral study contract the necessary publications required for defending their PhD thesis, particularly in impact factor journals indexed in the Web of Science Core Collection.
- Increasing doctoral students' participation in research contracts within the research teams of UMFIH.
- Optimizing financial resources by encouraging doctoral students to apply for UMFIH's internal grants, secure funding through national or international grants,

and establish collaborations with the economic sector, among other initiatives.

- Stimulating competition between PhD students for securing funding to participate in scientific events or research grants.
- Increasing the number of research articles authored by PhD students in specialized journals ranked in Q1 and Q2 quartiles.
- Enhancing the international visibility of the University by:
    - expanding the number of international training placements for UMFIH PhD students.
    - developing co-supervised doctorates and English-language doctoral programmes.
    - establishing a dedicated research strategy within the Doctoral School to attract renowned EU researchers to supervise doctoral theses at the university, thereby providing significant knowledge transfer to doctoral students.
- Supporting the work of PhD supervisors. In addition to mentoring doctoral students, PhD supervisors are also tasked with attracting research funding by securing grants for their research groups. Moreover, they are also involved in training younger colleagues for habilitation theses completion, ultimately increasing the number of doctoral supervisors within IOSUD.
- Prioritizing the allocation of budgeted places to doctoral supervisors whose students achieve outstanding research results.
- Improving the scientific and managerial expertise of doctoral supervisors through participation in specialized training courses.
- Providing pedagogical training opportunities for doctoral students, particularly those who aspire to pursue an academic career.
- Organizing scientific communication sessions and doctoral competitions within UMFIH's traditional academic events.
- Hosting conferences and scientific events under the auspices of the Doctoral School.
- Presenting an annual report to the UMFIH Senate on doctoral research activities, including an evaluation of the external impact of research results. The analysis of outcomes will be carried out in relation to the allocated financial resources.
- Validating all habilitation theses defended at UMFIH, ensuring high scientific standards and verifying their originality.
- Establishing rigorous scientific standards at UMFIH for the recruitment of doctoral supervisors into IOSUD, exceeding national requirements to enhance the quality of activities within the Doctoral School.
- Conducting an external evaluation of the Doctoral School by international institutions, such as the Doctoral Education Commission of Karolinska Institutet.

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IV.3. PATIENT CARE. RESIDENCY PROGRAMME, POSTGRADUATE COURSES, CLINICAL ACTIVITY, UNIVERSITY - HOSPITAL PARTNERSHIPS

Strategic objectives

- Practical validation of UMFIH's fundamental mission to train healthcare professionals equipped to deliver medical services at the highest standards, contributing to the improvement of a healthy lifestyle, reinforcing the university's value, and ultimately enhancing community health.
- Encouraging top-tier medical and pharmaceutical activity as a key factor in the University's reputation and image.
- Promoting and protecting public health.
- High-performance medicine, delivering high quality medical care that benefits the community and adds value to the University.

Specific objectives of the Department for Resident Training

- Defining the responsibilities of the three major stakeholders involved in the medical education process for residents, while enhancing the accountability of medical residents in their professional training.
    1. The trainer is responsible for providing the training framework and the content of the educational process.
    2. The medical resident assumes primary accountability for attaining the educational objectives, optimally utilizing available learning opportunities, and actively engaging with the instructional process (in collaboration with the trainer).
    3. The administrator, represented by the hospital manager, department head, and residency coordinator, is responsible for the complexity of medical cases, the efficient management of medical services (avoiding overcrowding of appointment lists, ensuring the dignity of the physical workplace, etc.), handling medico-legal issues, managing patient compliance regarding the presence of medical residents, providing access to medical simulation systems.

- The concrete definition of the medical education system addressed to resident physicians, as adopted by the University. This system integrates two major concepts:

  1.An educational system based on the acquisition of the 6 medical skills:

  a. Patient care

  b. Medical knowledge acquisition

  c. Practice-based learning and improvement

  d. Interpersonal communication skills

  e. Professionalism – Demonstrating respect, compassion and integrity; prioritizing the patient's needs above self-interest; upholding respect for patients, society, and the medical profession; maintaining a continuous commitment to excellence and professional development; adhering continuously to ethical principles; being sensitive and responsive to certain categories of patients; and ensuring patient confidentiality

  f. System-based practice

2. An educational system based on specific milestones for each specialty. The acquisition of these milestones focuses on the level of knowledge, skills, responsibilities, and performance.

In addition to these systems, the program aims to introduce new concepts such as patient safety, supervision of residents, transfer of medical care, work hours regulations and fatigue management.

Assisting resident physicians in identifying motivations for engaging in research activities such as personal fulfilment, future career opportunities, contribution to medical advancements, intellectual challenge, the ability to improve patient care.

Actions

- Preparing residents and specialists to practice modern medicine at high standards, aligned with the health needs of society.
- Redefining the role of the Universities of Medicine and Pharmacy in resident training, from the admission exam stage to curriculum modernization, adapting as well as optimizing the training process leading up to the specialist physician examination.
- The University's involvement in the evolution of the public health sector of our city. Medical education must never be disconnected from the administrative realities of the healthcare system.

The University must actively express its point of view in decision-making regarding the future Regional Emergency Hospital and in any decisions that may lead to changes in the organization of all hospitals and clinical outpatient facilities the University has collaboration agreements with.

- Harmonious and integrated development of medical educational and practical medical activities within a modern medical university centre.
- Encouraging continuous medical education for physicians and specialist pharmacists through the development of an integrated online platform dedicated to postgraduate programs.
- Establishing a University Hospital that will operate in collaboration with other university hospitals in the country. Transforming the University Hospital into a leading healthcare institution by ensuring optimal conditions for medical practice, including the construction of a new operating unit and the establishment of new departments based on demand.
- Enhancing the efficiency and modernization of the residency program through close collaboration with the Ministry of Health and other institutions and authorities involved in residency training: DSP, clinical hospitals and newly accredited clinical hospitals.
- Increasing the role of the UMFIH Committee for Residents, which will also include resident representatives with specific duties and responsibilities.
- Strengthening the role of residency coordinators throughout the entire residency training process
- Increasing the number of primary care physicians and specialists involved in residency mentorship.
- Improving the efficiency of residency training by promoting direct medical responsibility, expanding the number of clinical wards, and integrating external wards from non-clinical hospitals into the training process, under the management of UMFIH and residency coordinators.
- Optimizing residency training through:
    - aligning the number of residents with the number coordinators and internship mentors.
    - matching the number of residents with the training capacity and size of the institution (number of beds, existing structures, etc.);
    - considering medical specifics: case diversity, emergency/ on-call activity (24 hours shifts), management methods and applied treatment methods, available equipment and techniques and expanding the training infrastructure.
- Establishing collaboration protocols with the medical units involved in the conduct of the residency training program, ensuring that a part of the infrastructure is preferentially allocated to the activity with the residents. This will enable residents to effectively carry out the mandatory clinical activities required by their

curriculum and professional training.

- Establishing objective and measurable criteria at the national level for the accreditation and monitoring of residency training programs, ensuring that the number of residents assigned to each training centre is aligned with its training capacity, hospital capacity, and the number of teaching staff.
- Modernizing, updating and optimizing the residency curriculum with a clear structuring of educational objectives, course topics for residents, and designated teaching staff. Additionally, updating the standards for procedures, techniques, diagnostic methods, therapeutic approaches, and surgical interventions specific to each specialty.
- Facilitating resident mobility throughout their training years, allowing them to train under different mentor physicians with the approval of the residency coordinator. The selection of residency mentors will be based on specific skills criteria.
- Improving the evaluation process of residency training programs specific for each specialty.
- Organizing exchange programs with training centres in European Union countries, connected with structured residency training cycles in university hospitals, improving the system for conducting training internships abroad by establishing interinstitutional agreements between UMFIH and foreign universities/ hospitals.

- Implementing specific programs and methods for monitoring the progress of residency training, based on the training curriculum and the residency training logbook.
- Organizing regular meetings with residents' representatives to identify the issues they face and find solutions to address them.
- Taking steps to update the training curriculum in collaboration with the Ministry of Health, specialty commissions, and relevant scientific societies, with the aim of reassessing the structure and chronology of preparatory training modules.
- Involving residents in research activities through research projects or grants, university research centres, doctoral schools, etc.
- Collaborating with the Romanian College of Physicians and relevant medical scientific societies to define the specific competences and responsibilities of residents in the clinical practice. This initiative aims to enhance accountability in medical practice and protect residents from malpractice allegations.
- Continuously attracting a greater number of international residents who will contribute to the university's international visibility and material resources.
- Organizing, implementing, and conducting preventive health programs in the community by resident doctors in collaboration with the teaching staff and medical specialists.

Specific objectives of the Postgraduate Courses Department

- Expanding and diversifying the range of postgraduate courses offered by UMFIH, proposing new course topics to complete university educational training and generate additional revenue for UMFIH.
- Increasing the number of learners who benefit from the University's postgraduate course offering.
- Developing an online platform dedicated to postgraduate programs, tailored to the university's specific needs which will bring multiple benefits: easy access for students to all relevant resources for their program; an efficient and fast registration process; quick and effective communication; simplified financial management.
- Supporting residents' access to postgraduate courses by promoting a legislative act to repeal the measure established by Article 7 of Government Ordinance No. 18/2009 on the organization and financing of residency training. This would eliminate the distinction between resident physicians who graduated from general medical university programs, on one hand, and resident dentists and resident

pharmacists, on the other, ensuring that all residency program students benefit from the same rights and obligations.

- Implementing a training program within CAPM for emergency medical procedures, mandatory for all first-year residents, regardless of their specialty.
- Supporting the organization of postgraduate courses under the coordination of UMFIH, in collaboration with medical professional associations from other counties, assigned to the Cluj-Napoca university centre.
- Developing and enhancing the range of postgraduate courses offered in English to attract students from other countries.
- Expanding training programs to obtain complementary study certificates.

Strategic objectives of the Clinical Activity Board and Hospital liaison

- High-Performance Medicine – The high quality of clinical professional activity carried out by faculty members within clinical integration is a primary objective in delivering the educational program for students and residents, as well as a longstanding hallmark of Cluj's medical tradition.
- Continuous increase in the proportion of clinical activity with patients – A key goal to ensure the best possible training for graduates, who will enter a highly competitive job market, and to maintain the university's attractiveness for new students both from Romania and abroad.

Specific objectives related to Clinical activity and Hospital liaison

- Developing an effective partnership with clinical hospitals where teaching activities take place, so that the educational objectives of the training curriculum for students and residents are met.
- Continuing the harmonization of teaching activities with hospital activities or operations by granting clinical integration to all faculty members engaged in clinical department activities.
- A close collaboration with hospital management to align the development of clinical disciplines with the expansion of clinical departments, preventing discrepancies between the number of faculty members or teachers and the capacity of a specific department.
- Maintaining collaboration protocols with UMFIH representatives in the administrative councils of clinical hospitals to identify and address issues related to faculty activities, research, and education within clinical departments, organizing residents, and unresolved matters concerning the ownership and management of buildings and equipment.

- Updating collaboration contracts and protocols between UMFIH and clinical hospitals to comprehensively cover all aspects related to students' activity, full-time and associate faculty members (with and without clinical integration), residents, and PhD students, as well as the management of buildings, amphitheatres, seminar and practical training rooms, and medical equipment used for educational and research purposes.

- Establishing contracts and collaboration protocols with as many clinical and non-clinical healthcare entities as possible, both public or private, to ensure a broad and diverse educational foundation for our students and residents.

IV.7. QUALITY DEFINES US. QUALITY ASSURANCE AND MANAGEMENT IN UMFIH

The Quality Assurance and Assessment System (SEAC) is a set of interrelated activities, which aim to increase the quality of educational services offered by UMFIH. The development and improvement of the SEAC are used by the university's management team to implement strategies and policies for the continuous improvement of the teaching process, scientific research and support services.

The evaluation of education quality is a systematic process of multi-criteria assessment of the extent to which an educational service provider and its managerial program meet performance indicators and quality standards. The quality evaluation conducted by the educational service provider itself takes the form of internal evaluation (QIE), while the quality evaluation carried out by a specialized national or international agency constitutes external evaluation (QEE).

Strategic objectives. Quality strategy at UMFIH

- Optimizing QIE by aligning and improving procedures at UMFIH in accordance with ESG (European Standard Guidelines);
- Annual update of the multi-criteria evaluation system for teaching and administrative staff.
- Creating a unified data collection and reporting system for QEE and benchmarking (in international rankings);

Actions and specific measures

Optimizing internal evaluation (QIE) by aligning and improving UMFIF procedures in relation to external evaluation (ESG)

- developing evidence-based and consultation-driven mechanisms in the quality assurance and management process.
- redefining the roles of CEAC and SCIM in the internal quality assurance system.
- improving the process map for teaching, research and support activities and aligning them with the UMFIH organizational structure;

- updating procedures and work instructions at UMFIH by developing specific criteria, standards and indicators in the field of education and support services, in collaboration with SCIM.
- defining, designing and implementing an internal document management system based on information technology.
- increasing the level of consultation with key stakeholders in institutional and program-level quality assurance processes.

Updating the multi-criteria evaluation system for teaching and administrative staff

- increasing the visibility of UMFIH's quality assurance system;
- upgrading of the data collection IT system to improve efficiency and accuracy;
- updating the evaluation indicators for assessing teachers' professional activity;
- improving the digital system for centralizing faculty and student records;
- improving the communication and presentation system for semesterly/annual evaluation results;
- developing collaboration with other departments and CEAC units within faculties, as well as working with INDES to monitor student-reported issues;

Creating a unified data collection and reporting system for QEE and benchmarking (international rankings)

- integrating all elements from ARACIS standards into the activity reporting system.
- publishing an annual quality report on UMFIH's processes, equivalent to an institutional self-assessment report (CEAC), including sections on university study programs and key quality assurance indicators at the program level (in line with ARACIS standards).
- expanding benchmarking activities in quality assurance by conducting periodic analyses of the university's performance in international academic rankings compared to similar higher education institutions.
- monitoring the healthcare professions' evolution at local, national, and global levels, including labour market characteristics and regulations in higher education (quality assurance, qualifications, competencies), to better align the educational offer with both sectoral and generally delimited professions.
- aligning internal quality assurance processes with existing international standards, as well as external evaluation and international accreditation processes for the university's study programs, through ongoing monitoring of existing accreditations and legislative changes in national and European higher education.
- enhancing the role of quality assurance in promoting the social dimension of medical and pharmaceutical higher education at UMFIH (access, diversity, inclusion)

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Partnership with students

The partnership with students is one of the core values of the academic framework at UMFIH, as outlined by the Bologna Process and as stipulated in the Higher Education Law 199/2023. By promoting student-centred education, professor-student partnership becomes essential for the university's performance and functionality. Both parties must correctly understand this partnership to ensure an efficient and productive dialogue. From this perspective, the following actions are necessary:

- Promoting an open and constructive dialogue with the student associations within the university.
- Raising quality standards in education by encouraging students to actively participate in teacher staff's evaluation.
- Effectively using evaluation results to address deficiencies in the educational process.
- Developing tutoring/mentorship programs, which help shape students' personalities and provide professional and moral role models; the faculty deans will ensure that one tutor is assigned to every two student groups.
- Implementing concrete solutions to prevent dropout due to financial reasons, such as free meals for students in difficult social situations, affordable housing, and scholarships provided by the "Iuliu Hațieganu" Foundation.
- Providing student facilities, including renovated dorms, affordable dining options, two medical offices, a dental office, a psychological counselling centre, free access to library databases, high-speed internet in dorms, sports services, and IT applications for communication.
- Offering logistical and financial support for student associations' projects, as they are an integral part of the university's educational, scientific, cultural, social, and humanitarian identity.
- Expanding and strengthening the Alumni Department, making it responsible for tracking graduate employment, maintaining connections with alumni in Romania and abroad, and fundraising initiatives.
- Supporting the development of students' transversal skills and competencies in areas such as communication, negotiation, etiquette and protocol, entrepreneurship, legislation, and personal branding, to enhance their employability and career expectations.

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Inclusion, diversity and equal opportunities

Given the multicultural nature and high degree of internationalization of UMFIH, and to keep pace with the changes in European society, which is based on values such as equity and diversity, UMFIH aims to provide an inclusive environment for the academic community. The university recognizes that such an environment fosters self-improvement and educational quality, ultimately contributing to the formation of highly capable and empathic specialists for the future.

The University should adapt to the new global trends, one of the most important being the recognition and acceptance of diversity, ensuring inclusion for each individual, regardless of race, nationality, ethnicity, language, religion, social background, beliefs, beliefs, gender, sexual orientation, age, disability, weight, chronic illness, or belonging to a disadvantaged group. This commitment must be upheld without restricting the equal exercise of individual rights and fundamental freedoms in any area of public life.

The Equal opportunity strategy of the "Iuliu Haţieganu" University of Medicine and Pharmacy Cluj-Napoca ensures and promotes equality, diversity, and the acquisition of skills for all. The strategy's objectives are implemented through specific actions which aim to protect an inclusive and equitable organizational culture and promote ethics and fairness at all levels.

Goals

- Ensuring a safe learning and working environment, which enhances the opportunities for students and university employees to develop their individual potential.
- Promoting equality, ethics and fairness within the institution's culture, processes, and practices.
- Combating gender-based violence, including sexual harassment, identity-based violence and any other forms of violence.

Action directions and specific measures

The specific measures and actions to achieve the proposed objectives include:

- Promoting an inclusive perspective through targeted actions among all faculties/programs and at all levels (Bachelor's, Master's, PhD) on equal opportunities, diversity, and inclusion within their study programs.
- Raising awareness about the importance of equality issues and encouraging positive attitudes towards diversity through:
    - annual training sessions on discrimination (including discriminatory language), violence (including bias-based, gender-based, or identity-based violence), sexual harassment and harassment, alongside ongoing awareness campaigns highlighting diversity and inclusion within the university community and encouraging the prevention of discrimination in various fields
    - developing an internal electronic tool (website/platform) to support information dissemination, education, and reporting of sexual harassment and discrimination cases
- Promoting equality within institutional culture, processes and practices by maintaining active communication with designated representatives from departments/faculties/centres, responsible for monitoring compliance with

equality among people, ethics and fairness principles.

- Including clear guidelines within the university's institutional framework for progressive sanctions against inappropriate behaviours, discrimination, harassment, and violence.

VI.8. COOPERATION AND INTERNATIONAL RELATIONS. UNIVERSITY INTERNATIONALIZATION

In the era of globalization, the internationalization of higher education has become inevitable, prompting universities to develop internationalization strategies, which - through their impact - contribute to enhancing the quality of education and research. These strategies also support the university's mission to promote societal development from an economic, social, and cultural perspective.

The increasing degree of internationalization, multilingualism and interculturality that our university has accomplished, particularly through its three undergraduate study programs (Medicine, Dentistry and Pharmacy) offered in two internationally spoken languages along with student and staff exchanges with universities from the Erasmus+ program countries and partner countries—has significantly enhanced its international reputation, attractiveness, and visibility. This facilitates the exchange and transfer of knowledge and *know-how* in the medical and pharmaceutical fields, which are among the most globalized sectors worldwide.

The future of the university is being redefined through an analysis of local and global trends. The university's vision for internationalization is outlined in its European Strategy Declaration, which supports the constant cooperation within the Erasmus+ program, with institutions from other countries in this program, as well as neighbouring countries or other global regions, with a focus on mobility and capacity building. Strengthening the European and international dimension must be based on existing strategic partnerships while also fostering new collaborations. International partnerships are a priority, aiming to expand mobility opportunities for students and teachers, ultimately leading to enhanced professional training for graduates and improving the overall quality of the educational process.

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Department of International Students

The department of international students is a key component of the University's openness, prestige, and international visibility, as well as an important source of income for universities. Because of them, the internationalization of the University takes on a solid meaning. With declining demographics and increased competition from other universities in Romania, the university must focus on increasing the number of students from abroad.

The International Students Department is an important administrative structure of the university, whose goal is to:

- manage the personal files of international candidates for admission or transfer to the university;
- provide information to international citizens regarding admission and study conditions at the university
- maintain records of international students and liaise with specialized structures of the Ministry of Education and the Ministry of Internal Affairs

Successful achievement of the teaching and scientific objectives will lead to the continuous increase of the visibility and performance of the University at national and international level and will allow obtaining quality diplomas and international accreditation

Successfully achieving the educational and scientific objectives will lead to a continuous growth in the university's visibility and performance both nationally and internationally and will allow for the awarding of quality diplomas and international accreditation.

Objectives, areas of action, and specific measures of the International Students Department

- Attracting international students to study programs taught in English and French and diversifying the countries of origin of candidates by
- Attracting international students to enrol in the English and French study programs, and diversifying the countries of origin of applicants through:
    - marketing and promoting study programs in the international education market via specific portals and participating in international fairs/events;

- improving assistance and services during the admission and enrolment period;
    - diversifying actions to facilitate integration into the academic community and adaptation to Romanian national culture and civilization;
    - ensuring accommodation, meals, and sports facilities to high-quality standards;
- Efforts to support and facilitate a broader access to health studies for youth from the “Romanians everywhere” category.

Strategic objectives of the International Relations Department

- Strengthening existing partnerships by involving, as a partner or coordinator in multiple applications for Erasmus+ strategic projects (2021-2027) and other European projects. Our short- and medium-term objectives include:
- Strengthening existing collaborations and collaborations with other European universities to achieve joint degrees in undergraduate and master's education programs as well as creating joint degrees in DAM programs (Doctorate in Advanced Medicine) in accordance with the rule-international mint of the Bologna and Bruges-Copenhagen process
- Strengthening existent cooperations with other European universities and forming new ones to implement joint degree programs at undergraduate and master’s levels, as well as creating joint degrees in DAM (Doctorates in Advanced Medicine) programs in accordance with international regulations of the Bologna Process and the Bruges-Copenhagen Process.
- Strengthening francophone cooperation through AUF programs.
- Increasing international mobility for students, teaching staff, academic support staff, and administrative staff, as well as:
- Creating tools to facilitate and encourage visiting professor activities.
- Expanding KA107 programs for non-EU countries.

Specific objectives and actions

- Increasing the international mobility of our students who benefit from an Erasmus+ exchange program through:
    - Promoting student and staff mobility, with the university aiming to continue facilitating the full recognition and validation of studies using the Bologna system tools and study credits.
    - Implementation of the priorities assumed by the Erasmus Charter for Higher Education (ECHE) for the Erasmus Program 2021-2027, that is

- Implementing the priorities set by the Erasmus Charter for Higher Education (ECHE) for the Erasmus Program 2021-2027, namely:
  - automatic and full recognition of all ECTS credits earned during mobility;
  - digital management of mobilities (Online Inter-Institutional Agreement; Online Learning Agreement) through the gradual use of the recently acquired Mobility Online platform, after adapting the interface and customizing functionalities;
  - encouraging environmentally friendly practices (measures to promote environmentally responsible and sustainable behaviour among participants, such as the “Green Erasmus” initiative);
  - encouraging the mobility of individuals from disadvantaged backgrounds;
  - involving mobility participants (both outgoing and incoming) in civic activities
- Training the staff involved in the administrative and financial management of mobility projects through seminars and other learning methods that will lead to acquiring valuable competencies for mobility management
- Improving the administrative and financial management of mobility projects
- Reaccrediting the Erasmus University Charter (European Charter for Higher Education/ECHE) in 2027 for the next Erasmus program cycle.

- Increasing or maintaining the number of international students participating in Erasmus+ mobilities at our university.
- Strengthening existing partnerships and increasing international visibility by participating as a partner or coordinator in multiple applications for Erasmus+ strategic projects and other European projects (alliances of European universities).
- Promoting and increasing the international mobility of teaching staff and other categories of personnel, as well as creating tools to facilitate and stimulate "visiting professor" activities in both directions and recognizing the added value of mobilities.
- Other areas of action integrated into the Internationalization Strategy:
  - Increasing international visibility by strengthening regional and international Francophone cooperation, through the programs of the Francophone University Agency (AUF) including Eugen Ionescu doctoral and postdoctoral research scholarships.
  - Continuing and developing the cooperation with the Republic of Moldova and Ukraine through various national, European, and

international initiatives.

- Continuing and strengthening of regional cooperation (CEEPUS Program).

- Continuing the internationalization of scientific cooperation.
- Encouraging participation in scientific events abroad to disseminate research results.
- Increasing institutional culture regarding the internationalization strategy promoted by the university. The strategy adopted by UMF in the field of internationalization belongs to the entire academic community. It requires the individual and team responsibility of each member of the academic community.

IV.9. ORGANISATIONAL MANAGEMENT

Universities have always been factors of stability and progress in the evolution of societies. This is due to their ability to preserve values, innovate, and contribute to the development of civilization. UMFIH Cluj has always been a factor of progress for our city and the Cluj community. Social, cultural, and more recently, medical changes require adaptation and modernization of medical education, both in terms of teaching activities, administrative apparatus, and organizational culture.

Adapting to these changes requires a proactive behaviour that can face

challenges and ensure the progress of the University.

As a basic principle in UMFIH management, we reiterate the importance of a culture of quality that must be implemented in all activities carried out at the University, whether educational, research, or administrative ones.

Organisational management focuses on two main areas: material infrastructure and financial resources. These must be adapted to the University's number of students.

Financial resources come from budgetary and non-budgetary sources.

Budgetary funds are limited by the basic funding that corresponds to the number of enrolled students approved by the Ministry.

Non-budgetary funds can be increased through:

- Increasing the number of fee-paying students, especially in English and French study programs.
- Obtaining funds from research and institutional development.
- Providing dental services to the population could be an important source of income for UMFIH and would support the practical side of the teaching act. This could be achieved by organizing a dental outpatient under the UMF coordination.
- Providing dental services to the public could be a significant revenue source for UMFIH and would support the practical aspect of teaching. This could be achieved by setting up a dental clinic under the coordination of the university.
- Obtaining European funding.
- Sponsorships.

At the managerial level, the main objectives are efficiency, transparency, and legality, with decisions made through consulting and collaborating in an atmosphere of respect, collegiality, and fairness.

IV.10. HUMAN RESOURCES DEVELOPMENT

Current situation

UMFIH is an important employer in Cluj-Napoca, with 1,485 permanent employees as of February 1, 2024.

The present and future of the university depend decisively on the quality of the human resources that the University selects, trains, nurtures, and values.

The staff are also the main factor that ensures the achievement of the University's mission and, alongside tradition, represent its most important values. Therefore, human resource development is an ongoing process of strategic

importance. This process is based on two main directions: the selection of new staff and the training and improvement of existing staff.

Supporting individual excellence is an important element of our proposal for UMFIH's human resources strategy.

Through the efforts of the G6-UMF Alliance, which succeeded in legislating the granting of clinical allowances for teaching staff that also work in a clinic, there are currently no significant salary discrepancies between the academic and healthcare sectors. This addresses one of the major threats to medical universities: the migration of teaching staff to the healthcare sector.

General objectives and actions in human resources

- Developing strategies to attract young graduates to choose a teaching career within the university, which will allow for optimizing the staff occupancy rate (70%) in the faculties' departments by:
  - Offering budgeted doctoral study opportunities to UMFIH's most valuable graduates, to integrate them in academia.
  - Identification of valuable doctoral candidates, solution to ensure a high-performance academic staff
  - Identifying valuable doctoral candidates, a solution to ensure a high-performance teaching staff.
  - Active measures to attract graduates from 180-credit and 240-credit study programs, including doctoral scholarships for the best graduates.
  - Rigorous methodologies for selecting teaching staff based on fairness and meritocracy, which will increase the confidence of young individuals wishing to pursue an academic career in UMFIH.
- Ensuring the optimal ratio between higher ranking teaching staff and teaching assistants:
  - The transparent promotion of teaching staff who meet the necessary standards for holding higher teaching positions, as long as there is an available teaching workload.
  - The development of a human resources strategy within faculties, departments, and disciplines, to ensure an optimal proportion between higher ranking teaching staff and teaching assistants.
- Strengthening and developing the educational competencies and research abilities of UMFIH's teaching staff:
  - Financial support for the "Faculty Development" training activity, aimed at enhancing the pedagogical skills of teaching staff through medical education and pedagogy courses offered by renowned specialists from abroad or from the country, to familiarize them with modern educational developments.
  - Organizing and continuously adapting courses for training and improving managerial staff, to enhance the managerial capacity of decision-makers within the university.
  - Organizing teaching training courses and initial training for teaching staff who wish to combine an academic and teaching career with clinical practice.
- Increasing employee involvement and responsibility.

- Improving working conditions for teaching staff, students and administrative staff with predictable career paths
- Continuing to implement a culture of quality assurance - the university will encourage and promote performance criteria through clear methodologies of conducting competitions and annual evaluation of all employees, the university will, to facilitate the achievement of the quality standards required by an elite institution such as UMFIH.
- Continuing the implementation of a quality assurance culture – the university will encourage and promote performance criteria through clear methodologies for conducting competitions and annual evaluations of all employees, facilitating the achievement of quality standards necessary for an elite institution such as UMFIH.
- Increasing the professional performance of administrative staff
    - rigorous multi-criteria annual evaluations for awarding salary bonuses based on quality criteria
    - evaluating the feedback from direct beneficiaries (students, teaching staff, the public, etc.)
    - courses for developing transversal skills (digital skills, foreign languages, communication, etiquette and protocol, specialisations in the field, etc.)
- Supporting all university employees in recognising and developing the potential of each member of the academic community, both individually and collectively, within the team.
    - The university will support personal development projects, assisting teaching staff in forming a perspective on academic and professional prospects.
    - The Counselling and Career Guidance Centre offers development and professional counselling services to both students and employees.
    - Institutional support for staff who teach the English or French language programs to obtain language certificates from accredited institutions.
- Adequate reward for individual work and performance through a motivating salary within legal regulations. Currently, the salaries offered by UMFIH are among the highest in the country in the educational field, with salary increases provided by UMFIH's own resources. The same situation applies to hourly pay rates, which have increased by 40% in the last 4 years.
    - The university will additionally identify performance reward systems alongside salaries and/or temporary merit bonuses. Transparent reward systems are a solution for motivating and creating emulation.
- Material support of young teaching staff (assistants, lecturers) through:

- Preferential allocation of teaching activities on an hourly payment basis and their involvement in paid services and research activities.
- Financial support for teaching staff, researchers, and doctoral candidates to undertake training scholarships in European universities and important medical centres or laboratories.
- Opening a kindergarten and after-school program for the children of teaching staff.

- Retaining senior staff as associate or tenured teaching staff after retirement age, to capitalize on their experience, according to legal provisions, through a transparent methodology with clear criteria.
- Cultivating the sense of pride in belonging to our university's academic community, developing the organizational culture, and fostering pride in being a faculty member, student, or administrative staff at UMFIH.

IV.11. MATERIAL RESOURCES

The significant increase in the number of students, the atomization of the discipline location, the insufficient number of amphitheatres, ask for the expansion and reorganization of the university's material resources.

Identifying the resources the university owns or manages, their characteristics, and how they can evolve over time represents one of the conditions for developing a successful strategy, provided the resources are sufficient to achieve the strategic objectives.

General objectives for material resources and university

The following strategic objectives are relevant to the material resources:

- Ensuring a world-class educational infrastructure for the three faculties.
- Ensuring the best conditions for clinical education and student practice by expanding the clinical teaching base. Expanding the clinical education resources through public-private partnerships to accommodate the large number of students and ensuring optimal conditions for high-quality clinical training, reducing overcrowding in clinical departments;
- Development of training and simulation activity for all levels of training: students, residents and specialist doctors and pharmacists
- Developing training and simulation activities for all levels of education: students, residents, and doctors and pharmacists.
- Establishing the UMFIH University Hospital and affiliating it with the planned national network of university hospitals

- Organizing an outpatient dental clinic under the coordination of the University of Medicine and Pharmacy. Providing dental services to the public could be an important source of income for the university and would support the practical part of teaching.
- Organizing a university pharmacy that could serve as a training base for students.
- Equipping the university hospital's clinical and teaching infrastructure to European standards.
- Continuing investment in research infrastructure, creating and developing a high-performance Research Institute.
- Creating facilities (accommodation, recreation, dining, sports, sanitation, etc.) for the academic community to improve the well-being and satisfaction of employees and students.
- The university's digital transformation, part of the EMed PNRR project won in 2022, which provides a funding of 5 million Euros for this purpose.

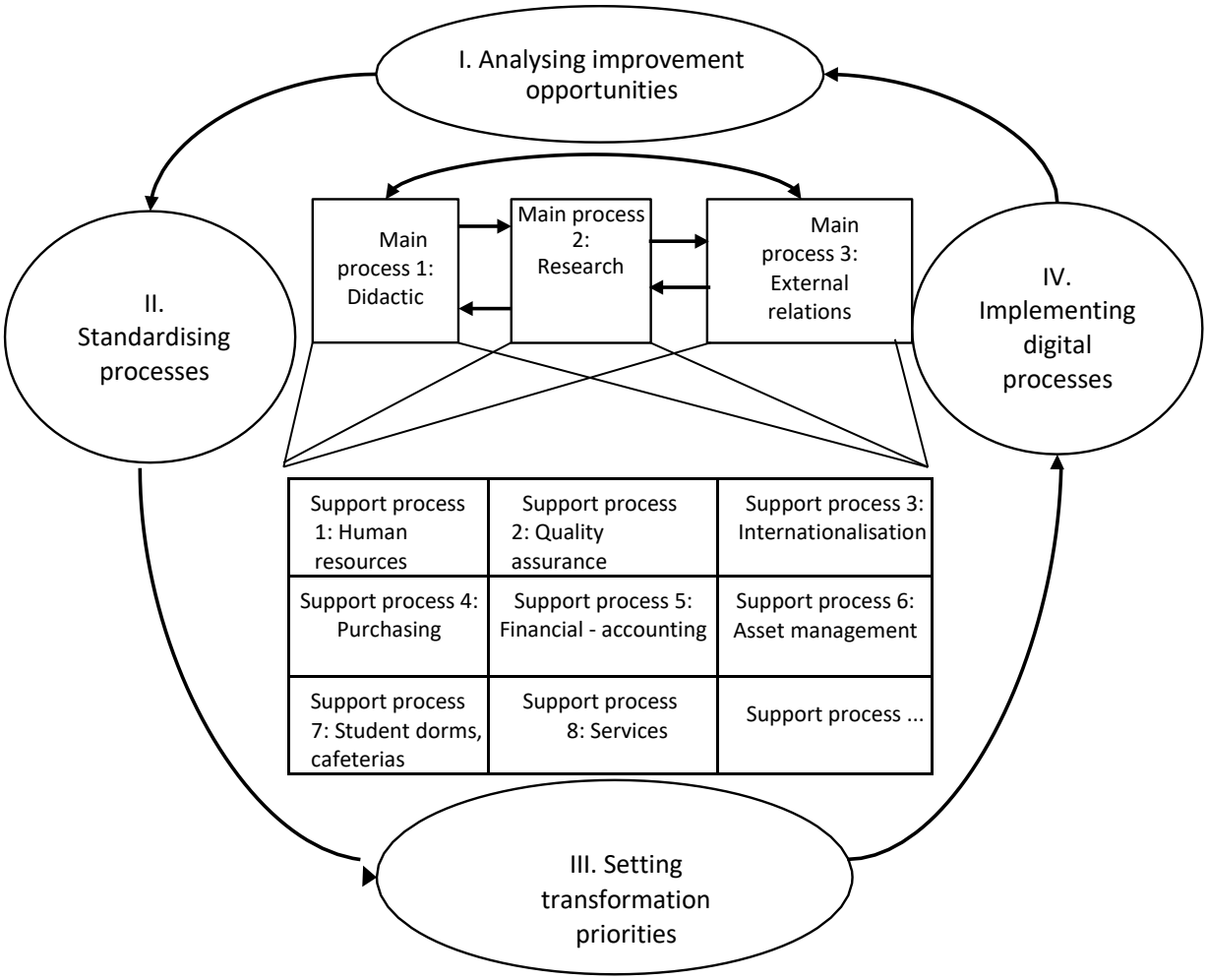
Specific objectives for material resources

- Starting construction works for the new Simulation, Training, and Research Centre for Professional Skills Development and the Experimental Surgery Centre, as well as the new Library of UMFIH;
- The completion of the modernization of teaching spaces at the Faculty of Pharmacy by taking over the project "Research Centre for Drug Development" – Pharmacy B, using the newly restored building for teaching and research activities;

- Restoration and modernisation of the Anatomy building, making the most of the obtained European funding;
- Applying for European funding for the rehabilitation of the Palace of Clinics;
- The acquisition and modernisation of the CFR Hospital; the construction of a new building including an operating room block; the development of two new departments with potential to increase revenue, and equipping them with high-performance equipment;
- Continuing investments in furnishing laboratories and clinical departments with high-performance equipment to ensure European standards in the medical practice and facilitate achieving excellence in medical practice;
- Building a new student cafeteria to ensure the best food preparation conditions;
- Modernising dormitories IX and X Hasdeu, by transforming the four-bed rooms into two-bed rooms with private bathrooms;
- Building a dormitory for students and residents near the Regional Emergency Hospital;
- Creating a sports base for UMFIH on the Becas area land;
- Construction of a modern Biobase in partnership with USAMV;
- Building/setting up a kindergarten and after-school for the children of employees/students;
- The digital development of UMFIH, fully utilizing the financial resources obtained through the E-med PNRR project for digitalization, which aims to digitally transform most administrative processes, that of the integrated informatic system for tracking and monitoring student professional development across all study cycles, etc.;
- Optimising communication between administration, students, and teaching staff by increasing the use of mobile applications, online communication, and social networks.

IV.12. DIGITAL TRANSFORMATION STRATEGY

The integrated digital transformation strategy for UMFIH involves (1) analysing improvement opportunities, (2) standardising processes, (3) setting transformation priorities and (4) implementing digital processes.



Ensuring digital infrastructure (software, applications and hardware) for the continuous implementation of digital transformation
Training human resource for the use, monitoring, modification, adaptation, and development of digital infrastructure (software, applications and hardware) for the continuous development of digital transformation.

Objectives/action directions for strategy implementation

In accordance with the integrated digital transformation strategy which details how the digital transformation will unfold within the university, the following are the university's main priorities (objectives) for the 2024-2029 period:

Objective 1: In accordance with the 2030 Digital Compass, point 4 – Digitalisation of public services – providing essential public services online at a 100% rate, "Iuliu Haţieganu" University of Medicine and Pharmacy Cluj-Napoca formulates its first objective regarding digital transformation: to digitalise all processes within the university by 2028, so that every document created (employment contracts, job descriptions, course syllabi, student contracts, etc.) within the university will be created as an original in digital format, with metadata generated for archiving in the university's digital archive, in compliance with current legislation.

Objective 2: Implementation by 2029 of an essential education component based on simulating the medical act using specific equipment/instruments. The digital format of teaching activities (training with a simulator) will be associated with the complete digital transformation of the educational act, considering the entire teaching-learning process:

a) student enrolment;
b) scheduling students for simulator activities (including sending reminders);
c) conducting activities on simulators;
d) monitoring activity/tracking progress (including informing students of their progress throughout the learning process);
e) correlating results from multiple simulator activities => automatic suggestions for learning priorities for each student to improve results (based on individual progress);
f) evaluating student activities (including entering grades into the system and informing students of their results);
g) issuing certificates;
h) enabling students to re-enrol in an activity (including online payment, if applicable);
i) training the human resource for the use, monitoring, modification, adaptation and development of digital infrastructure (software, applications, and hardware)

Objective 3: Implementation by 2029 of a digital infrastructure for conducting research activities. The research activity will be integrated, covering the entire research process from idea to the valorisation of results:

a) management of research ideas;
b) project implementation:
    i. A circuit for announcing new opportunities;
    ii. A circuit for approving submissions;

iii. Implementation:

•Human resources management (employment competitions, contract generation, individual and collective time tracking, etc..);

•Task management for teams, reports;

•Project performance management;

•Financial management;

•Target group management (registration, records, etc etc.);

•Integrated acquisitions: reports, price comparison with similar products, acquisition process support (grouping multiple reports into one procedure, generating documents for SICAP publication, assistance during the procedure, generating contracts, etc.

c) centralisation of research results;

d) translating research results into simplified/appropriate formats for industry use/commercialisation;

e) capitalising existing results and infrastructure (through scheduling the use of resources, generating availability-sales calendars, ensuring better accessibility for third parties to contract services, etc.);

f) training the human resource for the use, monitoring, modification, adaptation, and development of digital infrastructure (software, applications and hardware).

In accordance with the university's strategy, the objectives listed above, and in line with available funding from both structural funds and internal resources, an iterative digital transformation process will begin, identifying yearly or multi-annually (depending on identified funding sources) the processes that can benefit from significant improvements by using information technology, continuous standardisation, prioritisation, and implementation of digital processes.

IV.13. UNIVERSITY IMAGE. COMMUNICATION, PUBLIC RELATIONS, ACADEMIC MARKETING

UMFIH promotes an openness policy towards society in general and, at the same time, towards the media. The Communication, Protocol, Public Relations, and Marketing Office is a structure meant to ensure unrestricted access for the public and media to information of public interest.

General objective

Promoting the university by enhancing its visibility and by creating and maintaining a positive image.

Specific objectives

Adopting a strategy to promote the identity, values, and culture of the organisation as a permanent part of the strategic and managerial plan;

Applying a coherent program for creating and maintaining its identity, which not only includes the name, but also expresses and promotes the values, events, and organizational culture;

Designing a unique and coherent image and establishing it as the university's "brand";

Implementing a unified communication system with both members of the academic community (students, alumni, employees) and with people outside the academic community (potential students, parents, local, regional, national, and international communities).

Internal communication

- Developing strategies for more efficient internal communication between members of the academic community.
- Increasing the academic community's identification with the university by continuously promoting the institution's vision and values by building and constantly developing a strong organisational culture.
- Supporting dialogue between departments both vertically and horizontally, teamwork and promoting participatory management.
- Improving internal communication through constant use of the University website, intranet platform, InfoUtil application and e-mail addresses of all staff;
- Improving communication with our students as partners in the educational process.

External communication

- Providing information of public interest in a correct, complete and timely manner to all natural and legal persons who request it, in accordance with the provisions of Law 544/2001 on free access to information of public interest;
- Streamlining UMFIH's external communication and online presence by constantly uploading relevant information and continuously developing the University website;
- Harnessing and capitalising on opportunities for online communication and promotion by managing the University's social media presence (Facebook, Twitter, Instagram, YouTube, etc.).

Disseminating and promoting scientific achievements

Promoting scientific activities and popularizing research results obtained by the teaching staff and students, while aiming to increase public involvement in scientific issues;

Media promotion of academic, research or scientific events taking place within faculties and universities, as well as professional achievements of members of the academic community.

Educational marketing

- Implementing an effective marketing strategy to increase the University's visibility and highlight the distinct advantages of academic programmes through the use of online channels, social media and promotional events;
- Promoting the educational offerings of the faculties and the university entry to various study programmes, as well as informing potential candidates through the available communication channels;
- Participating in national and international educational fairs and scientific exhibitions;
- Conducting marketing activities in Transylvania's high schools (with the help of student organisations), including the improvement of the University's promotional campaign through the "6 years in 6 hours" programme;
- Organising events that target potential students (Open Days, Student for a Day, summer schools, trainings, seminars, etc.);
- Conducting a virtual tour of the University (Virtual Open Days);
- Increasing the attractiveness of the health professions by developing a joint plan with the Professional Colleges as bodies that can help provide professional development opportunities.

Branding

- Strengthening a coherent institutional identity by managing the visual identifiers of the University both internally and externally;
- Coordinating the design of the University's graphic materials as well as its photo and video production activities;
- Producing, editing and printing promotional and information materials (films, presentation stands, brochures, leaflets, posters, yearbooks, monographs, flyers, newsletters, posters, etc.);
- Producing personalised promotional items (gowns, clothing items, office supplies and stationery) and sell them through the bookshop and/or an online shop.

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Relationship with the media

- Maintaining an effective working relationship with media representatives by identifying and promoting topics of public interest related to the University in the press;
- Issuing press releases, organising press conferences on all types of activities conducted by the University, and preparing press kits;

- Producing interviews, TV and radio shows, commercials, advertisements, and banners;
- Organising informational visits for journalists to produce material on topics of interest to the University;
- Monitoring public information and advertising activity.

Relationship with the economic and social environment

- Developing, in collaboration with the University's relevant structures, partnership relations with representatives of the economic and social environment and involving them in the implementation of various events/projects/programmes organized at or by the University.

Event organisation

- Elaborating and coordinating the logistical implementation of events in the life of the University (Opening of the academic year, *Prérentrée*/Welcoming Days, Graduation Ceremony, University Days, etc.);
- Reorganising honorary titles awarding ceremonies (design of honorary diplomas,

medals, and maps);

- Creating a photo gallery of the University's laureates and leading representatives.

PROMOTING THE UNIVERSITY TO ATTRACT INTERNATIONAL STUDENTS

Our own surveys show that while 40% of our international students chose our University based on information received from known international alumni, 33% of them used mixed media, including online media.

Objectives

- Promoting UMFIH in order to increase/maintain the intake of international applicants, in the current political and financial conditions.

Actions and elements to be promoted

- Quality of education at UMFIH attested by:
  - University certifications and accreditations;
  - showcasing the University's top academics;
  - showcasing students with outstanding achievements.
- Facilities offered by the University:
  - access to (academic performance) scholarships;
  - access to accommodation in student dormitories;
  - public transport (free/discounted);
  - providing meals in UMFIH restaurants;
  - access to student mobility;
  - performing specialist practicums in University hospitals in Cluj-Napoca;
  - organising summer schools for students;
  - psychological counselling and career guidance;
  - discounted medical insurance.
- The City of Cluj-Napoca and the advantages of studying in Cluj:
  - the city's attractions, the personal safety it offers, etc.;
  - Cluj Airport destinations and flight schedules.

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Promotional methods

- Changes to the UMFIH and JoinUMFCluj websites
  - changing the appearance and functionality of the sites;
  - optimising sites for higher ranking in search engines;
- Organisation of online events (Facebook, Instagram, YouTube)
  - UMFIH Cluj-Napoca "Open Days" – an opportunity to introduce the top teaching staff of the University, conduct a virtual tour of UMFIH (auditoriums, library, laboratories, Centre for Practical Skills), present the facilities offered by the University, and take a virtual tour of the city;
- Creating landing pages for each individual target country, which will be supplied with ads, while creating specific content based on the target demographic in that region;
- Interviewing alumni from target countries (five alumni per country) to create multiple pieces of promotional content;
- Audio/video/text production for video ads, Facebook/Instagram Stories, podcasts, blog posts and other micro-content;
- Creating and managing paid campaigns (Pay Per Click and Search Advertising) on previously created concepts;
- Creating and disseminating our own content on all Social Media channels used by our target audience, based on the specific countries and popularity of the networks in those regions;
- Editing UMFIH-related articles in online encyclopaedias (Wikipedia entries in English, French, German, and Swedish).

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IV.14 COMMERCIAL ACTIVITY

Entrepreneurial strategy

Today, universities are undergoing a process of entrepreneurial transformation, which must be simultaneously aligned with the economic, political, and social realities of modern society, as well as with university autonomy. This process entails a paradigm shift in governance, decision-making, and control, incorporating the efficiency of private organizational structures at the expense of the traditional image of the non-competitive university structure.

An entrepreneurial university is an institution that maintains its autonomy in strategic decision-making and resource allocation, is functionally and harmoniously anchored in its surrounding realities, and maintains a constant direct connection with labour market and societal demands. It is flexible and capable of rapidly adapting to new challenges, generating revenue that is wisely reinvested in its development.

General objective

Our strategic objective is the development of the entrepreneurial component of the University (a complementary approach to the entrepreneurial university).

Subsequently, we want to identify, at University level, the products and services that can be commercialised and to create the appropriate framework for this process, as well as to create an educational system that develops the students‘ entrepreneurial spirit.

Specific objectives

The development objectives of the Commercial Activity Directorate are structured along eight major lines:

- Providing support for educational and research activity through the Library;
- Providing books, textbooks, promotional products and services related to the life of the academic community through the Bookstore and Publishing House;
- Preservation and promotion of the academic heritage of the Cluj Medical School through a permanent exhibition, as well as organisation of events with various themes, through temporary exhibitions, within the Museum of Medical History;
- Turning medical research results into routine products and services that benefit society;

- Facilitating cooperation between the business sector and the University, resulting in the commercialisation of inventions patented by researchers, through the Office of Medical Services, Clinical Trials and Innovation Transfer;
- Creating a kindergarten concept and providing childcare services (nursery and after-school programme) for the University community, which includes the children of the University's teaching staff, students and administrative staff;
- Providing accommodation for the academic community and University associate staff at the City Central Hotel, as well as providing a recreational facility for University staff at the Băișoara mountain cabin;
- Supporting the close connection between UMFIH students and local and international actors involved in innovation and entrepreneurship by fostering a healthcare innovator mindset, creating opportunities, and encouraging each young potential entrepreneur through the Iuliu Hațieganu Student Association for Entrepreneurship (ASAIH);
- Monitor and develop the University IT systems (umfcluj.ro, online bookstore) so as to ensure optimal functioning using advanced technology.

Actions

"Valeriu Bologa" Library

- Optimising access to existing resources (6 months - 1 year):
  - Implementing an efficient cataloguing system to facilitate searching and finding resources;
  - Updating software to improve search and navigation functionality.
- Developing digital resources (6 months - 1 year):
  - Expanding the digital collection through the acquisition of new electronic materials, through the Anelis+ consortium;
  - Implementing new tools or platforms for managing and accessing digital resources through the purchase of a resource management and federated search service.
- Improving referencing services (6 months - 1 year):
  - Organising quarterly training sessions for users on the resources of the library.
- Upgrading technological and physical infrastructure (1-2 years):
  - Continuously upgrading IT infrastructure to better support user needs and to provide more efficient services;
  - Implementing current plans to expand library space and make necessary improvements to existing spaces.
- Expanding collections and partnerships (1-2 years):
  - Expanding the library collections of books, periodicals and other relevant materials through regular acquisitions;

  - Establishing partnerships with other national and international university libraries or institutions to share resources and offer more options to students and researchers.
- Staff skills development (1-2 years):
  - Providing ongoing training for library staff to stay up to date with new technologies and work practices through participation in courses and conferences;
  - Implementing professional development programmes to increase employee skills;
  - Developing Erasmus programmes.
- Implementing emerging technologies (2-5 years):
  - Evaluate and integrate emerging technologies, such as artificial intelligence, to improve library efficiency and services;
  - Creating group reading spaces and expand individual study places.
- Promoting open access (2 -5 years):
  - Supporting and promoting the open access movement within the institution by developing resources and working with publishers to provide open access to information.
- Increasing research impact (2-5 years):
  - Developing specialised services and resources to support researchers and help increase their impact in the academic community;
  - Strengthening the role of the library in promoting scientific literature and research.

Bookstore, Copy Centre, "Iuliu Hațieganu" University Medical Publishing House

- Identifying a suitable space, in terms of design and capacity, to serve both the Library and the Copy Centre;
- Continuing to expand the range of promotional products according to existing needs, with high quality, reasonably priced merchandise to increase the awareness of the UMFIH brand;
- Increasing the Copy Centre’s load;
- Increasing market share in medical book publishing; following the trend towards online and adapting to digital format;
- Participating with a product stand in relevant medical events in our city (symposia, conferences, fairs); participation of a UMFIH representative in the opening speech at the events.
- Organising medical book launch events, seminars, conferences at book fairs.

Cluj Medical School Museum

- Organising temporary exhibitions;
- Expanding institutional collaboration (museums, libraries, archives);
- Implementing interactive technologies (audio guide, virtual tour);
- Expanding the museum space and identifying a storage space for the cultural assets that represent the museum heritage;
- Heritage assets restoration and conservation;
- Developing educational programmes to promote, understand and appreciate history (e.g. organising seminars on the history of medical education in Cluj for UMFIH students);
- Expanding the museum collections to enhance the museum's heritage assets;

- Organising cultural events in the temporary exhibition space in partnership with members of the UMFIH academic community or other institutions (conferences, book launches, exhibitions on various themes);
- Building international partnerships.

Office of Health Services, Clinical Trials and Innovation Transfer

The Office of Medical Services, Clinical Trials and Innovation Transfer, an entity to be established within 6 months to 1 year, will perform the following services:

- Commercialisation of tests and analyses carried out by the research centres (MedFuture and Genomica); commercialisation of the activities of the Simulation Centre; commercialisation of courses (first aid, cosmetic or nutrition courses); Commercialisation of products obtained through UMFIH micro-production and pre-clinical studies;
- Conducting clinical studies in the Cluj University Hospital;
- Transfer of innovation through:
  - analysing the commercial potential of the innovation and the need/opportunity for patenting;
  - identifying potential partners and establishing the collaboration arrangements;
  - the creation of a national, open-source software platform to bring together invention patents, research topics and potential investors;
  - organising events on technology transfer (UMF Cluj Technology Transfer Days and G6-UMF University Alliance Fair).

Specific objectives

- Creating value from the research carried out at UMFIH through cooperation with the business community and commercialisation of inventions made by researchers;
- Creating attractive investment opportunities for investors and industry, both nationally and internationally;
- Returning part of the profits from the commercialisation of inventions to researchers and reinvesting in innovation and research, aiming as much as possible at self-financing;
- Providing a significant contribution to the creation of an efficient ecosystem for innovation and clinical trials in Romania;
- Introducing new treatments for patients through effective clinical trial agreements;

- Educating population.

Kindergarten

- Completing survey regarding the potential location of the kindergarten;
- Organising, furnishing and equipping the space;
- Obtain operating permits and licences;
- Identifying and recruiting teaching staff;
- Ensuring high performance education, which contributes to the formation of an independent and creative personality, as well as healthy, creative, efficient, active, cooperative children, who can easily adapt to the educational environment and to any situation in life;
- Obtaining accreditation of the kindergarten.

Hotel and mountain cabin

- Expanding partnerships with medical event organizers with the aim of increasing hotel occupancy;
- Popularising accommodation options offered by UMFIH to the academic and media community;
- Improving accommodation conditions at Băișoara mountain cabin and expanding the facilities offered.

Student entrepreneurship

- Educating students through entrepreneurship electives;
- Organising conferences, training sessions, and workshops on entrepreneurship;
- Ensuring constant presence as a mentor, juror at local and nationally organized entrepreneurship events.

Information systems

- Constantly optimising and updating website security;
- Monitoring traffic, implementing campaigns to increase the number of website visitors;
- Gradual transition from a presentation website to an interactive portal;
- Rapid implementation of the English and French versions of the website.

IV.15. SUSTAINABILITY - RESPONSIBLE AND LONG-LASTING DEVELOPMENT

Sustainable development is essentially about ensuring good conditions on this planet for future generations. The sustainable development of a medical university involves adopting a comprehensive set of strategies that not only promote academic growth and excellence, but also consider long-term social, economic and environmental impact.

In doing so, we aim to integrate the principles of environmental stewardship, social responsibility and economic sustainability into our University's education, research, operations and community engagement.

Objectives

- Sustainability-oriented curriculum - this will integrate sustainability concepts into all academic programmes and health professionals training programmes. It may include courses that address environmental issues, health equity, global health and other sustainability issues;
- Sustainability-oriented research - encourages research and innovation in the field of sustainable health, such as research on the impact of climate change on health, the development of green medical technologies or the promotion of medical practices that minimise environmental impact;
- Responsible resource management through resource efficiency practices such as reducing energy and water consumption, responsible waste management and the use of sustainable materials in construction;
- Partnerships and collaboration - developing partnerships with other academic institutions, non-governmental organisations, the industry and community, to address health and sustainability issues;
- Fostering community wellbeing through initiatives which promote health and wellbeing in the local community, such as free health services for disadvantaged communities, health and education programmes and awareness campaigns;
- Green infrastructure - investing in LEED (Leadership in Energy and Environmental Design) certified buildings, green spaces and sustainable transport to reduce carbon footprint (e.g. encouraging walking or cycling, use of public transport, etc);
- Involving staff and students in sustainability initiatives through education, volunteering and support for research and sustainable development projects.

By adopting this strategy we will contribute to the consolidation of our University as a leader in promoting health and sustainability, ensuring a positive impact on students and staff, as well as on the community and environment as a whole.

IV.16 SOCIAL RESPONSIBILITY

UMFIH embraces social responsibility, active involvement in the community and continuous improvement of the social environment as its core mission.

Our institution educates future health professionals, providing them with the knowledge and skills to become competent professionals serving the community and society.

As our University's social responsibility is becoming increasingly complex, it is important to train medical professionals not only from a technical point of view, but also from an ethical and community-related perspective, thus contributing to the improvement of the health system and the general well-being of society.

The strengthening of the University's social responsibility and of its relationship with the community will be carried out through:

- The provision of high quality medical and pharmaceutical education based on the latest scientific findings and best medical practices. This ensures the training of physicians capable of providing quality patient care and returning value to society;
- Training future health professionals in the spirit of professionalism and ethics, as well as respect for patients and colleagues;
- Active involvement in the community - providing health services and public health programmes with the aim of improving the health of the community as a whole;
- Health research and innovation to develop new treatments, technologies and health policies with major impact on global health;
- Responding to current health system and community needs and training medical professionals capable of dealing with current and future health issues.

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Afterword

As we reflect on the past four years, it is clear that we have covered an impressive distance together, adapting and innovating in order to overcome challenges, always with the noble goal of educating and training the next generation of medical and pharmaceutical professionals. Our collective successes have laid the foundation for a bright future, in which we dare to outline great plans, more determined in pursuing our mission of academic excellence and cutting-edge research.

In my new mandate, I pledge to be at your side with the same dedication and openness, working together to overcome any obstacles and to seize every opportunity that comes our way. It is essential that we continue to cultivate an environment that encourages innovation, mutual respect and excellence, a place where every student and member of the academic community can reach their full potential.

I invite you to look ahead to the future with confidence and optimism, ready to write the next chapter in the history of our University. Together, we will continue to promote standards of excellence in education, research and community service, thus strengthening the role of the "Iuliu Hațieganu" University of Medicine and Pharmacy in Cluj-Napoca as a beacon of knowledge and innovation at national and international level.

Through unity, passion and dedication, there are no limits to what we can accomplish together. So, let us embark on this new mandate with confidence and courage, steadfast in our belief that together we will reach new heights ~~of success~~.

Rector
Professor Anca Dana Buzoianu, MD, PhD