



DANUBIUS INTERNATIONAL UNIVERSITY
YEARLY IMPLEMENTATION PLAN OF THE 2023-2030 STRATEGIC PLAN

2025-2026 EVALUATION OF THE BROAD OVERALL OPERATIONAL PLAN OF DANUBIUS INTERNATIONAL UNIVERSITY

**APPROVED BY THE SENATE
ON 22.09.2026**

**PRESIDENT OF THE SENATE,
Prof. dr. Georgeta MODIGA**

**APPROVED BY THE BOARD OF
ADMINISTRATION
ON 21.09.2026**

**PRESIDENT OF THE BOARD,
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**APPROVED BY THE RECTOR
ON 16.09.2026**

**RECTOR,
Prof. dr. Steve O MICHAEL**



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OF

DANUBIUS INTERNATIONAL UNIVERSITY



Danubius International University

A vero ad illuminationem

Evaluation of the Broad Overall Operational Plan of 2025-26

Themes	Actions	Timeline	Comments/Cost
Theme 1: Embark on Institutional Growth to a Midsize Institution Strategic Objective 1: Rebuild the Student Enrollment Department with full time professional recruiters and ensure continuing professional development to meet their yearly goal. Strategic Objective 2: Set and monitor enrollment goals for each academic program.	• Explore new center in Tulcea • Explore additional recruiter/student affairs staff • Approve enrollment plan for 2025-26.	March 2025	Here is the summary of Actions for 2025-26 on enrollment fronts: a. The overall enrollment of 2025-26 grew only by 50 students more than 2024-25 enrollment. b. Growth areas were only in undergraduate programs, while there was actual degree in overall master's programs. Master's

Strategic Objective 3: Establish new academic programs based on cost-benefit criteria double the number of existing programs. Strategic Objective 4: Establish international student enrollment goal of 40% (or even higher) of total enrollment and begin active recruitment to achieve the goal. Strategic Objective 5: Establish technical-oriented programs. Strategic Objective 6: Convert all academic programs addressing international students to bilingual (English and Romanian) starting from 2023-2024 academic year.	• Develop new academic program proposals: ■ See List of proposed programs • Develop new English instructional academic program proposals: ■ See List of proposed programs • Develop joint degree proposals starting with Israel • Develop science oriented program. • Reorganize Student Affairs to focus on student satisfaction and retention.	Ongoing Ongoing Ongoing Ongoing Ongoing	degree by 62 students. Undergraduate grew by about 116. New Programs; The following new programs in English were added toward the end of 2025-26 a. See below International Recruitment For the first time, DIU retained a dedicated recruitment consultant for Kenya DIU visited Kenya and signed 5 MOU's with institutions and also visited several high schools. Incentives 1. No one has claimed the 25,000 bonus for launching a new program that brings in at least 25 students in the first year.
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			2. Salary improvement is also sensitive to overall program and school enrollments.
Theme 2: Adopt and commit to ethical standards and quality assurance in all aspects of institutional operations. Strategic Objective 1: Review, Revise, and adopt ethical international academic standards and assess DU's standing with the goal of surpassing standards that are relevant to the mission of the institution. Strategic Objective 2: Establish ethical framework to guide recruitment, marketing, and promotional activities. Strategic Objective 3: Establish ethical standards to govern personnel conducts and activities. Strategic Objective 4: Establish ethical standards to govern academic operations, especially	• Appoint the new Committee on Ethics members. • Charge the new Committee with the strategic objectives 1-5	Completed	These objectives have been accomplished. However, compliance with ethical demands must be ongoing across the campus. However, the issue with ARACIS' visit that uncovered some irregularities was a major concern. This is on-going. No new complaints filed in 2025-26

student conducts and faculty works. Strategic Objective 5: Establish ethical framework to guide university data and external relations.			
Theme 3: Rebrand, reform the Image and Improve the Reputation of Danubius University Strategic Objective 1: Set the standard and promote DU as a truly international university. Strategic Objective 2: Encourage community development activities and be known as a leader of social responsibility in Galati-Braila community. Strategic Objective 3: Create a new university logo and adopt a motto that reflects mature and well-established global university. Strategic Objective 4: Strive to achieve ranking of top three private university in Romania. Strategic Objective 5: Create and push favorable news items through all media outlets.	• Change DU's name to include International • Get approval from the Ministry of Education • Develop new logos • Produce and procure new paraphernalia • Set up a team to develop plan for improving on ranking criteria • Work with media to develop favorable news	Ongoing Ongoing Completed Ongoing Ongoing	Rebranding is moving forward. Media presence emphasizes new name and logo New name in the building was recently completed by the media department 150,000.00 lei additional allocation for media promotion Facebook seems to be the primary social media. I am told that it is old media

Create news worthy social media Strategic Objective 6: Monitor, manage, and improve public comments about the University.	items and push in social media Identify and collate news about DU for management review.	Ongoing	
Theme Four: Expand the resource base to sustain growth and financially healthy institution. Strategic Objective 1: Adopt a comprehensive financial management practice and accounting system. Expand financial reports and reporting Strategic Objective 2: Ensure net revenue annually and build financial reserves for the University. Strategic Objective 3: Train program managers to manage each academic program based on cost-benefit analysis. Empower program leaders with unit level budget (personnel budget)	- Restructure the accounting and train accounting staff. - Ensure the production of timely and accurate financial reports. - Develop break-even point for each program. - Push personnel budget to unit leaders (deans and heads of departments). - Control and reduce spending in all categories. - Eliminate ANAF debts.	Ongoing Ongoing Ongoing Ongoing Completed	Accounting system is working effectively. Chief Accountant responding effectively to training. Need to broaden training to her staff. Required financial reports are timely. Financial Accomplishments of 2025-26: ■ No debts ■ Salary increased twice ■ Building Renovation ■ 4th Building initiative ■ Project Department secured three additional new projects: over 3,000,000 lei

Strategic Objective 4: Ensure academic and operational staffing to support growth in all areas of the University. Strategic Objective 5: Seek for resources to complete the residential building under construction. Strategic Objective 6: Adopt entrepreneurial approach by diversifying sources of revenue beyond student tuition and fees.	• Eliminate salary arrears. • Hire staff to important functions where there are critical shortages. • Set up an entrepreneurial committee to look into development of viable revenue generating programs. • Begin the sale of paraphernalia • Restructure and repopulate the Administrative Board so as to make it a proper governance board that supports the institution with resources.	Completed Ongoing Ongoing Ongoing Ongoing	■ Huge loans to projects ■ Hired required personnel ■ No salary arrears Clusters yet to bring in net revenue No sale of paraphernalia Just about to begin the changes in Board
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Theme Five: Enhance Campus Infrastructure and Management Strategic Objective 1: Seek funds to complete the fourth building and develop the whole campus. Strategic Objective 2: Engage in annual planning of campus maintenance and reduce delayed maintenance. Strategic Objective 3: Audit campus IT and invest in IT modernization with the goal of becoming a leader in AI integrated education. Strategic Objective 4: Hire and retain competent and trainable academic administrators and empower them to serve as executives of their units. Strategic Objective 5: Hold academic administrators accountable for performance and reward progress accordingly.	• Consolidate critical maintenance projects. • Plan and Prioritize maintenance. • External painting and facelift. • Mount billboard for DIU • Audit IT and modernize internet system and security. • Develop annual Professional Development Workshop and Training Plan for the campus. • Adopt a professional hiring system and ensure regular	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	Job descriptions for all positions completed. Continue the practice of objective interviews of candidates for jobs. For the first time in years, building renovation started with overall building painting. Hired a staff/faculty with project management and European funds in mind. Need to bring project management under control. At least over 315,000 lei interest that could have been earned was in support of project loans. Ensure the training of at least 2 faculty members with expertise in Distance Learning Administration. --- This was not accomplished last year. But assistant director hired.

Strategic Objective 6: Adopt compensation packages above the average available at Romanian Universities. Review salaries with the goal of improving salaries for 2023-24 Strategic Objective 7: Adopt programs that bring students and staff back to the campus and provide campus services to support this goal. Promote activities that bring students back to the campus	orientation for new staff members. • Use unit level operational plans for administrator's annual evaluation. • Review, revise, and upgrade compensation for staff and professors. • Incentivize programs that bring students back to the campus. • Open campus cafeteria	Ongoing Ongoing Ongoing Completed	Several increases in salary: A=554,975 lei (5%) in January B=X% (7%) in June Total increase on payroll Salary: 1,153,137 Meal Voucher: Part Time: Total: Excluding project salaries. Develop incentive bonus for classes that are hybrid. No winner for last year.
Theme Six: Transform Danubius University into an International Institution Strategic Objective 1: Continue to expand the number of MOU's signed with prominent institutions across the globe.	• Continue to expand MOUs with international institutions.	Ongoing	Sign MOUs with institutions: Kenya

Expand MOUs to developing countries Strategic Objective 2: Become a bilingual campus by adopting both English and Romanian languages for instructional and management purposes. Strategic Objective 3: Recruit international students up to 40% of the total student enrollment. Strategic Objective 4: Recruit foreign professors up to 10% of the total faculty population at DU. Strategic Objective 5: Incorporate international experience for students through curricular and study abroad experiences. Strategic Objective 6: Seek international grants, publish in international journals, and increase international conference attendees.	• Work toward joint international degree programs. • Use Erasmus funds for internationalization of programs. • Convert some academic programs into English instructional program. • Attend international student recruitment fairs. • Target African, Asian, and Middle Eastern student markets. • Explore international grants to support. • Explore Fulbright for 2024-25 • Promote study abroad programs.	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	Sign MOU with Kenya Andy and I visited Kenya Explore joint degree with Kenya Begin foreign countries advertisement. --- Waiting for us to have English language programs.
Theme Seven: Become an economic engine for the			

Galati, Braila, and the Southeast region of Romania. Strategic Objective 1: Sponsor, promote, and celebrate joint government, business, and non-profit activities between Galati and Braila. Strategic Objective 2: Participate actively in promoting the economic cluster in existence and encourage DU activities in support of the goals of the cluster. Strategic Objective 3: Participate actively in promoting the Naval cluster in existence and encourage DU activities in support of the goals of the cluster. Strategic Objective 4: Participate actively in promoting the health cluster in existence and encourage DU activities in support of the goals of the cluster. Strategic Objective 5 Participate actively in promoting the IT cluster in existence and encourage DU activities in	• Encourage the President of the Board to develop a comprehensive cluster plan to achieve strategic objectives 1 to 6.	Ongoing Ongoing Ongoing Ongoing	Waiting for a comprehensive Cluster Plan. Seeing new actions in this area. Must not be a drain on University budget.
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support of the goals of the cluster. Strategic Objective 6 To have strong study programs addressing the main businesses in the area, according to the market needs.		Ongoing	
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THE SUMMARY OF THE 21 CARDINAL GOALS FOR 2025-26

<u>Categories</u>	<u>Goals</u>	<u>Priority Level</u>	<u>Amount Allocated</u>
Students:	• Increase student enrollment • Decrease student attrition • Increase student engagement and satisfaction	Top Priority Top Priority Top Priority	50,000 Slight increase in enrollment in 2024-25
Program Development	• Increase academic programs • Establish real business school • Establish science programs • Establish joint degree • Establish English instructional programs	Top Priority Moderate Priority Top Priority Moderate Priority Top Priority	50,000 for development Funds not used. No winners in 2024-25
Rebranding	• Change image • Change reputation • Perform facelift & critical maintenance	Done Moderate Priority Moderate Priority	50,000 Funds used
Personnel Changes	• <u>Change personnel where necessary</u>	Top Priority	10,000

	• <u>Professional development culture</u> • <u>Accountability and reward</u> • <u>Compensation reform</u>	Moderate Priority Moderate Priority Top Priority	Incentive bonuses given 400,000 Funds used
Governance	• <u>Board reform to support university</u> • <u>Review Foundation for functionality</u>	Top Priority Top Priority	10,000 to Foundation Not done—Waiting on Foundation reform
Finance	• <u>Control spending</u> • <u>Eliminate debts</u> • <u>Reinvest in the institution</u> • <u>Produce accurate and timely reports</u> • <u>4th Building Completion</u>	Top Priority Top Priority Top Priority Top Priority	 20,000 (legal papers & Architect cost) Increased by over 150,000

Total New Budget: 590,000 lei---Actual 1,500,000

Status of **new** study programs accredited/authorized by ARACIS in 2025–2026

No.	Faculty	Study program	Accreditation/ Authorization	Language of instruction	Form of education	No. of credits for the study program
1.	Faculty of Law and International Governance	Artificial Intelligence and Digital Technologies Law – master's degree	Accreditation	English	Full-time education	60
2.		Global Security and Governance Management – master's degree	Accreditation	English	Full-time education	120
3.	Faculty of Global Business and Leadership	Entrepreneurship and Innovation in Business – master's degree	Accreditation	English	Full-time education	120
4.	Faculty of Media, Design and Technology	Public Communication and Political Discourse – master's degree	Accreditation	Romanian	Full-time education	120
5.	Faculty of Life Sciences and Human Development	Psychodiagnosis and Systemic Psychotherapies – master's degree	Accreditation	Romanian	Full-time education	120
6.	Faculty of Smart Education and Innovative Teacher Training	Pedagogy of Primary Education – bachelor's degree	Authorization	Romanian	Full-time education	180
7.		Preparatory Year — Romanian Language for Foreign Citizens	Accreditation	Romanian	Full-time education	60