

ROMANIAN ACADEMIC EDUCATION FUNDING TRENDS - CASE OF THE UNIVERSITY OF CRAIOVA

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Abstract: *Universities have an important role in the state because through them, it shall function in higher education. The old Romanian academic educational system foundation has been strengthened and modernized by adopting the National Education Law 1/2011, on which occasion universities have experienced a consistent reform with changes especially in financial issues. However, the percentage of gross domestic product allocation for education shows a downward trend. Moreover, despite the fact that the National Education Law provides for the allocation of at least 6% of gross domestic product to finance national education, these assumptions have not been observed so far, because in recent years the percentages were allocated around 3% of gross domestic product. In the external context of chronic underfunding extremely unfavorable for the Romanian academic education, this paper aims to identify current trends in the field, through an applied research carried out on the University of Craiova. University of Craiova stands out as the most prestigious institution of academic education in Oltenia, who is conducting a voluminous and complex activity about ensuring quality standards and efficiency in the educational process. The current investigation is the extension of a research initiative launched in 2013, through the paper entitled "The Current Status of Financing Public Higher Education Institutions in Romania - The Case of the University of Craiova" and brings further developments on the topic, aiming to highlight the evolution of the funding structure of the University of Craiova in the range 2011-2013, based on the latest information disseminated through the financial statements and the annual reports on the status of the institution. In this paper we try to bring more research in this area by diagnosing the current state, providing answers to questions such as: How does the financing structure of the University of Craiova stands? How did the University of Craiova funding evolve since legislative changes in 2011?*

Keywords: budget financing; institutional financing; complementary financing; extra-budgetary revenues; own revenues.

JEL classification: I22; I23; H52; H75.

1. Introduction

Today, academic education in our country is still marked by the legislative changes in 2011, as part of the alignment with the requirements of the Community space.

As a public institution, the University of Craiova is a high education institution specialized in providing educational services to meet the collective needs, with main objective: the educational welfare of the community it serves.

Like all Romanian universities, the higher education institution subject of our study faced lately with strong budgetary pressure caused or exacerbated by chronic underfunding, which is an obstacle in the process of modernization and convergence to EU requirements, making more difficult to achieve objectives.

In the context of the significant reduction of allocations from the state, in order to maintain and enhance the quality of education, University of Craiova was required to identify and

exploit new sources of funding.

This paper is part of a larger research that will result in the development of the PhD thesis entitled "Financial and accounting management of higher education public institutions."

2. Objectives

In this paper we intend to identify the current trends in the Romanian academic education funding, following the example of the University of Craiova, as a public institution of higher education. To this end, we will proceed to study and diagnose the evolution of its funding structure between 2011 and 2013.

3. Methodology

In order to achieve the objectives set, we used the techniques of scientific research. To identify trends in the field of research, we used special methods specific to applied research, such as: documentation, observation, analysis, synthesis, induction, deduction, and comparison.

As stated, the interval analysis covered three consecutive years (2011-2013) and the numerical information used in the investigative approach have been extracted from the information disseminated by the financial statements and the annual reports on the status of the institution.

4. The reference pillars of the Romanian academic education funding

Public institutions of academic education in our country function as universities financed entirely from own revenues (*Government Decision on the organization and functioning of the Ministry of National Education, 2013*).



Figure 1 – Scheme of funding public institutions of academic education

Source: Own processing after the *National Education Law no. 1/2011*

At present, as can be seen in Figure 1, public institutions of higher education funding is based on two reference pillars: allocations from the budget of Ministry of National Education and extra-budgetary revenues. Under financial autonomy, the academic education institutions are entitled to manage these resources, in compliance with the regulation in force.

Budgetary financing consists of the money allocated from the Ministry of National Education and includes: institutional funding that is received under the institutional contract and complementary funding that is received under the complementary contract. The forms of institutional funding are: core funding, additional funding and the money allocated to the institutional development fund.

Core funding is the most important component of academic education financing from budgetary funds and it is allocated on the three university cycles (bachelor, master and PhD) according to the number of unitary equivalent students and the number of doctoral grants. Core funding is granted to cover the main expenses related to teaching: staff costs, material costs, but also expenditures to support educational projects and overhead expenses (*The Current Status of Academic Education Financing in Romania*, 2013: 839). *Additional funding* is one of the main innovations of the National Education Law no. 1/2011 on the financing of higher education and it is granted to stimulate excellence, in the amount of at least 30% of the amount allocated as core funding, at national level to the national public institutions of academic education.

The amounts allocated by competitive criteria through the institutional development fund are for the most advanced academic education institutions and grant to support the institutional development projects such as the promotion of new study programs, enhancing institutional capacity, improving the quality of teaching, research infrastructure development, cultivating connections with the local community and/or regional community, social inclusion and/or internationalization of the academic education activity. In turn, complementary funding is granted under the complementary contract to cover the related costs to teaching process through funds for: capital repairs, consolidations, rehabilitations, facilities and other investment expenses and subsidies for food and accommodation. Also, the complementary funding includes the sums allocated to: funding student transportation, funding scholarships and other forms of social protection, financing of the investment objectives.

Regarding the extra-budgetary incomes of public institutions of academic education, they may come from multiple sources such as: tuition fees, donations and sponsorships, rental of premises, provision of services, EU funds, research and also from accommodation fees in student hostels.

5. Trends in funding of the University of Craiova, as public institution of academic education

In our study we approach the case of an academic education institution fully financed from own revenues whose annual budget consists of: budgetary financing and extra-budgetary revenues.

In our country, in 2011, the classification of the universities was made under the new National Education Law which refers to three groups of universities: universities of advanced research and education, universities of education and scientific research and universities focused on education (*The National Education Law*, 2011).

Following this process, the University of Craiova was classified as B category, education and research, which has mainly resulted in drastic reduction of the budgetary funding allocated to it, as can be seen from the tables below.

Table 1 - Budgetary funding allocated to the University of Craiova between 2011 and 2013

Type of funding	2011		2012		2013	
	Value (lei)	%	Value (lei)	%	Value (lei)	%
Institutional funding	68.431.334	83,03%	57.293.418	78,43%	58.259.415	81,06%
Complementary funding	13.981.843	16,97%	15.760.580	21,57%	13.610.925	18,94%
BUDGETARY FUNDING	82.413.177	100,00%	73.053.998	100,00%	71.870.340	100,00%

Source: The annual reports of the Rector of the University of Craiova regarding the institution's status for the years 2012 and 2013

Table 2 - Dynamic analysis of budgetary funding allocated for the University of Craiova in the range 2011-2013

Type of funding	Change 2012/2011		Change 2013/2012		Change 2013/2011	
	Absolute	Relative	Absolute	Relative	Absolute	Relative
Institutional funding	-11.137.916	-16,28%	965.997	1,69%	-10.171.919	-14,86%
Complementary funding	1.778.737	12,72%	-2.149.655	-13,64%	-370.918	-2,65%
BUDGETARY FUNDING	-9.359.179	-11,36%	-1.183.658	-1,62%	-10.542.837	-12,79%

Source: Own processing after the annual reports of the Rector of the University of Craiova on the institution's status for the years 2012 and 2013

A dynamic analysis of budgetary funding allocated to the University of Craiova in the period under study (Table 2) highlights its systematic reduction from year to year, by 11,36% in 2012 compared with 2011 and by 1,62% in 2013 compared with 2012. Per whole analyzed period (2011-2013) we found a decrease in budgetary financing by 10.542.837 lei which means 12,79%.

To justify this trend we performed a dynamic analysis of the budgetary financing components, leading to the following assessments:

- during 2011-2012, the decrease of the budgetary funding was driven by the reduction of the institutional funding (-16,28%) at a higher rate than the increase of the complementary funding (12,72%);
- instead, during 2012-2013 one may notice a decrease in complementary funding by 13,64%, very sensitive mitigated by the institutional funding increase by 1,69%;
- between 2011-2013 budgetary funding reduction was due to the conjugated decrease of the institutional funding by 10.171.919 lei, respectively by 14,86% and complementary funding by 370.918 lei, respectively by 2,65%.

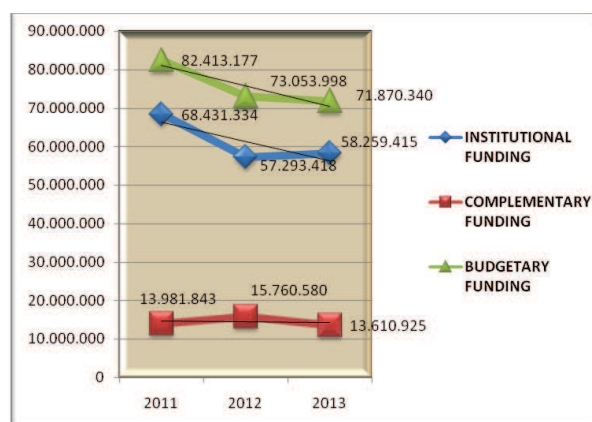


Figure 2 – The evolution of budgetary funding allocated to the University of Craiova on components within 2011-2013

Source: Own processing after Table 1

Figure 2 allows us to observe the obvious regressive trend of budgetary funding allocated to the University of Craiova, especially on the background of the downward trend of institutional funding. Regarding complementary funding, we observe a growing trend to the peak point reached in the year 2012, followed by a decrease next year.

In the budgetary financing structure it can be easily observed an overwhelming share of institutional funding (over 78% in each of the three years analyzed), with a slight decrease in 2012 in favor of complementary funding.

The significant decrease of budgetary financing has generated pressure on the University of Craiova, emphasizing the efforts of persons with responsibilities in the university management in the purpose of judicious and effective distribution of the considerably reduced resources. Moreover, in this respect, the rector of the University of Craiova stated that "scarce resources from public funds generated cyclical reallocation of funds and a tendency to deviate from the priorities of the institution" (*The Annual Report of the Rector of the University of Craiova Regarding the Institution Status 2012-2013*, 2013). Finally, the crisis situation has imposed fortuitous unfavorable measures for the teachers, but especially for non-teaching staff.

Focusing our attention on the structure of institutional funding, we note differences in composition from one year to another, as can be seen from Table 3.

Thus, in 2012 compared with 2011, in addition to the basic component received for each of the three academic cycles (bachelor, master and doctorate), having into the consideration the number of unitary equivalent students and the number of PhD grants, appear two more elements, as the news brought by the National Education Law no. 1/2011, respectively: additional funding and the money allocated for the institutional development fund. The additional funding is allocated to encourage excellence in academic education institutions and it is autonomous used by them. Instead, in 2013, we find that there have not been allocated funds for institutional development fund but funding was received for final and irrevocable judgments. These sums are intended to cover the differences between not granted wages for the personnel who sued the university and to which it gave prevailed.

Table 3 - Analysis of institutional funding on components in the range 2011-2013

Type of funding	2011	2012	2013
Core funding	68.431.334	42.203.411	45.922.414
Additional funding		14.425.640	11.907.660
Amounts allocated to institutional development fund		664.367	
Funding for final and irrevocable sentences			429.341
INSTITUTIONAL FUNDING	68.431.334	57.293.418	58.259.415

Source: Own processing after the annual reports of the Rector of the University of Craiova on the institution's status for the years 2012 and 2013

A structural analysis of institutional funding for 2013 can be seen in Figure 3 and reveals significant core funding share (78,82%), followed by additional funding share (20,44%) and the least percentage of 0,74% owned by the amounts allocated for final and irrevocable sentences.

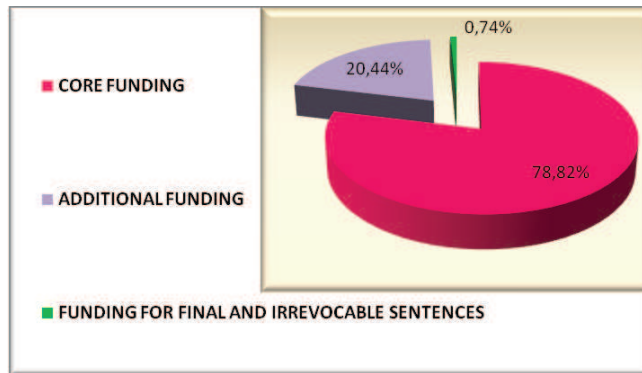


Figure 3 - Structural analysis of institutional funding for 2013
Source: Own processing after Table 3

However, structural analysis of complementary funding, plotted in Figure 4 shows reasonably the overwhelming share of the amounts allocated to finance scholarships for students (64,39%), followed by the share of subsidies allocated to support the activity of student hostels and canteens, more precisely subsidies for food and accommodation (22,67%), then the share of funds allocated to finance investment objectives (7,35%), and finally the extremely low share of students transportation funding (5,51%) and almost negligible share of the funds received to support the purchase of computers (0,09%) .

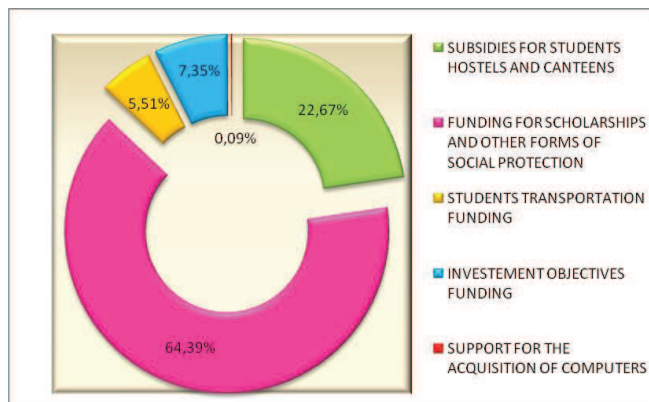


Figure 4 - Structural analysis of complementary funding for 2013
Source: Own processing after the annual reports of the Rector of the University of Craiova on the institution's status for the years 2012 and 2013

In the grim context of the underfunding, we consider appropriate to turn our attention to the extra-budgetary funds of the University of Craiova, analyzing them both structurally (Table 4) and dynamic in the range of 2011 to 2013 (Table 5).

The University of Craiova extra-budgetary revenues can be divided into the following main categories:

- own revenues;
- incomes from operational programs;
- incomes from research;
- micro production incomes;
- own incomes from student hostels and canteens.

Table 4 - Structural analysis of the extra-budgetary revenues by category in the range 2011-2013

Types of extra-budgetary revenues	2011		2012		2013	
	Revenues	Share	Revenues	Share	Revenues	Share
Own revenues	38.496.366	43,05%	35.273.618	43,72%	27.955.950	36,11%
Incomes from operational programs	26.824.452	29,99%	21.138.785	26,20%	32.418.618	41,87%
Incomes from research	12.445.232	13,92%	9.855.751	12,22%	5.979.866	7,72%
Micro production incomes	6.950.879	7,77%	9.009.756	11,17%	5.455.461	7,05%
Own incomes from student hostels and canteens	4.713.220	5,27%	5.405.513	6,70%	5.615.380	7,25%
TOTAL	89.430.149	100%	80.683.423	100%	77.425.275	100%

Source: The annual reports of the Rector of the University of Craiova regarding the institution's status for the years 2012 and 2013

Table 5 - Dynamic analysis of the extra-budgetary incomes by categories

Types of extra-budgetary revenues	Change 2012/2011		Change 2013/2012		Change 2013/2011	
	Absolute (lei)	Relative (%)	Absolute (lei)	Relative (%)	Absolute (lei)	Relative (%)
Own revenues	-3.222.748	-8,37%	-7.317.668	-20,75%	-10.540.416	-27,38%
Incomes from operational programs	-5.685.667	-21,20%	11.279.833	53,36%	5.594.166	20,85%
Incomes from research	-2.589.481	-20,81%	-3.875.885	-39,33%	-6.465.366	-51,95%
Micro production incomes	2.058.877	29,62%	-3.554.295	-39,45%	-1.495.418	-21,51%
Own incomes from student hostels and canteens	692.293	14,69%	209.867	3,88%	902.160	19,14%
TOTAL	-8.746.726	-9,78%	-3.258.148	-4,04%	-12.004.874	-13,42%

Source: Own processing after the annual reports of the Rector of University of Craiova on the institution's status for the years 2012 and 2013

From the Table 5 we may see a drastic reduction of the extra-budgetary revenues obtained by the University of Craiova in the range 2011 to 2013 (by 12.004.874 lei in absolute size and by 13,42% in relative size) due to:

- significant decrease of the own revenues in absolute value by 10.540.416 lei, respectively by 27,38%;
- consistent reduction of revenues from research by 6.465.366 lei, respectively by 51,95%;
- the decrease of the revenues from micro-production by 1.495.418 lei, respectively by 21,51%.

At the same time the significant reducing of the extra-budgetary revenues was attenuated by the increase of the revenues from operational programs activities (by 5.594.166 lei, respectively by 20,85%) and by the increase of the own incomes from hostels and canteens (by 902.160 lei, respectively by 19,14%).

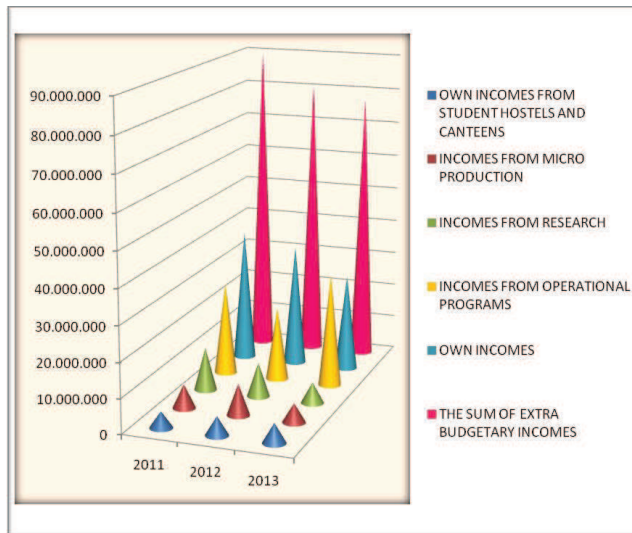


Figure 5 - Evolution of extra-budgetary incomes by types of incomes in 2011-2013

Source: Own processing after Table 4

The graphical representation of the analysis in dynamics of extra-budgetary incomes by type of revenues can be seen in Figure 5.

By processing the numerical data in Table 4 we may perform the structural analysis of the extra-budgetary incomes (plotted in Figure 6) which leads to the following assessments:

- within the total extra-budgetary incomes, own revenues held the overwhelming share (on average 41% of the total extra-budgetary revenues in the studied range);
- secondly, we find the revenues from the operational programs activity which are on average 33% of total extra-budgetary revenues, with an increasing trend in 2013;
- they are followed by research revenues with an average share of 11% of the total extra-budgetary funds;
- the following position is occupied by the micro production incomes, which hold a share about 9% of total extra-budgetary revenues;
- finally there are the own incomes generated from student hostels and canteens which mean an average of 6% of total extra-budgetary incomes.

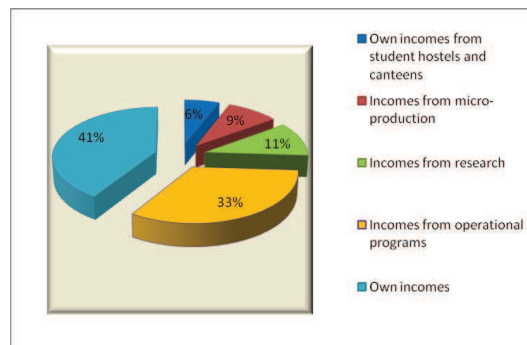


Figure 6 – Extra-budgetary incomes structure in the range 2011-2013

Source: Own processing after Table 4

Like all academic and educational institutions, for the University of Craiova their main source of incomes are the tuition fees charged to students, masters and PhD students which are not funded from the budget. The fees are set by the University Senate at the basis of the faculties' proposals. In addition to the tuition fees, additional fees can be charged for: admissions, registrations, and re-registrations, exceeding the tuition period provided by law, reviews and reexaminations. It is imperative to take into consideration that the approach of collecting tuition fees has been seriously affected by the global economic recession. For this reason, the university management was forced to focus on stimulating other own sources of financing, such as: income from sponsorships, revenues from services, interest revenues and other incomes (*The Current Status of Financing Public Higher Education Institutions in Romania – The Case of the University of Craiova*, 2013).

Another important source of extra-budgetary incomes is the amount obtained from operational programs (EU funds).

University of Craiova run until the end of 2013 a total of 54 projects, including 38 projects funded by the European Social Fund, 15 projects financed by the European Regional Development Fund and a project funded by the SEE Financial Mechanism, pursuing: diversification of the partners palette, increasing the added value of the implemented projects, diversifying areas of intervention and optimal allocation of effort especially financial, logistical and human resources needed for implementation (*The Annual Report of the Rector of the University of Craiova Regarding the Institution Status 2013-2014*, 2014).

As can be seen from Tables 4 and 5, the incomes related to the activity of operational programs have recorded in the second half of the period studied (2012-2013) an increase in absolute size of 11.279.833 lei and relative size of 53,36%, which contributed to the alleviation of the shortage of extra-budgetary funds. This trend was, however, against a bad precedent because in the first half of the studied period (2011-2012) the revenues for the operational programs activities had experienced a 21,20% decrease due to the severe temporary funding locking phenomenon resulted in non-reimbursement of the payments for the implementation and development of these projects.

These harsh conditions led to an increasing budgetary pressure, and the University of Craiova management was forced to restrain some of their own resources to support these projects in order to fulfill the objectives assumed by concluded financing contracts until the time of unlocking funding.

As such, on the background of allocating significant resources to support the projects financed from external grants and bearing in mind the fact that 2013 marked the end of the running for most projects, most of the sums collected in 2013 and of those to be charged will be advanced to cover the own incomes restrained in prior periods.

In what follows, we consider appropriate to address the issue of scientific research, as well as contribution to the development of high education as an integral part of the mission undertaken by the University of Craiova. Scientific research is carried out under research contracts without VAT (projects won national competitions) and research contracts with VAT (projects financed by third parties) (*The Current Status of Financing Public Higher Education Institutions in Romania – The Case of the University of Craiova*, 2013).

Analyzing the incomes from research, we find that they have recorded, in the period under study, a steep downward trend (by 6.465.366 lei in absolute size and by 51,95% in relative size) This drastic reduction was double-caused: so as a result of reducing the number of research contracts by the completion of the contract period, and under the impact of decline in funding allocated by UEFISCDI. The latter decided to carry forward a portion of the allocation for the year 2013 to 2014, through the current economic reality.

Turning our attention to the activity of micro production, we must say that the University of Craiova obtains income from micro production through two subunits, respectively:

Agricultural Research and Development Station Caracal and Experimental Didactic Station Banu Mărăciine.

As we can notice from Table 6 and from Figure 7, the revenues resulting from micro-production registered in the period of the study a specific trend of Gaussian curve, acquiring the peak value at the level of the year 2012.

Herewith, we can easily find that the significant weight in the total of the revenues obtained from micro-production is held by ARDS Caracal revenues (over 85% from the total of the revenues from micro-production in each of the three years of the analysis interval). These registered a consistent increase in the year 2012, compared with the year 2011 (with 2.670.335 lei, respectively with 46,02%), followed by a drastic reduction in the year 2013, compared with the year 2012 (with 3.735.078 lei, respectively with 44,08%). During the period 2011-2013, the revenues from micro-production related to ARDS Caracal decreased with 1.064.743 lei, respectively with 18,35%.

In the case of EDS Banu Mărăciine, the revenues from micro-production registered during the period 2011-2013 an increase in absolute size of 96.953 lei, respectively 15,61% in relative size, attenuating in a sensitive way the reduction of total revenues from micro-production, determined by the regression produced at ARDS Caracal.

Table 6 - Analysis of micro production revenues, per subunits, between 2011-2013

	2011	2012	2013	Change 2013/2011	
Incomes from micro production - ARDS Caracal	5.802.287	8.472.622	4.737.544	-1.064.743	-18,35%
Incomes from micro production - EDS Banu Mărăciine	620.964	537.134	717.917	96.953	15,61%
MICRO PRODUCTION TOTAL REVENUES	6.423.251	9.009.756	5.455.461	-967.790	-15,07%

Source: Own processing after the annual reports of the Rector of the University of Craiova on the institution's status for the years 2012 and 2013

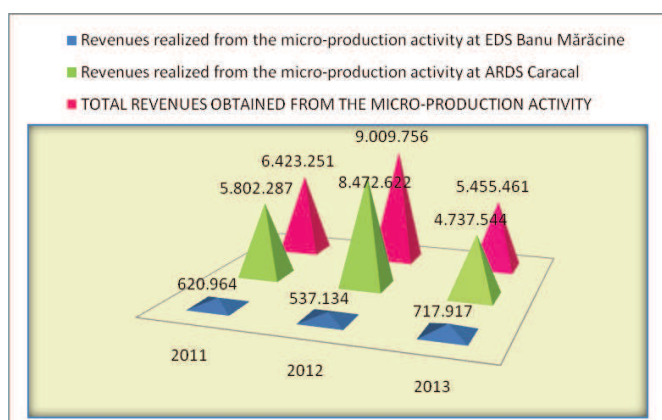


Figure 7 – Evolution of revenues from the micro-production activity for the period 2011-2013

Source: Own processing after Table 6

Another source of extra-budgetary revenues for the University of Craiova is represented by the own revenues from student hostels and canteens, but, as we previously mentioned,

these hold the lowest weight in the total of extra-budgetary resources of the institution (only 6% at the level of the year 2013, falling with 1% in respect to the previous year).

The own revenues obtained from the activity of student hostels and canteens are composed of: revenues obtained from the accommodation taxes in student's hostels, revenues obtained from the rental of spaces and revenues obtained from the sale of the food prepared in canteen (*The Current Status of Financing Public Higher Education Institutions in Romania – The Case of the University of Craiova*, 2013).

Table 7 – Analysis of revenues from student hostels and canteens on types of revenues during the period 2011-2013

	2011	2012	2013	2013/2011	
Own revenues from student hostels and canteens	4.713.220	5.405.513	5.615.380	902.160	19,14%
Subventions allocated from the state budget	3.684.559	3.032.755	3.085.427	-599.132	-16,26%
Total of revenues from student hostels and canteens	8.397.779	8.438.268	8.700.807	303.028	3,61%

Source: Own processing after the Annual reports of the rector of the University of Craiova regarding the status of the institution for the years 2012 and 2013

A very important aspect is the fact the own revenues from student hostels and canteens represent the only category of revenues to which was registered an increase from one year to another (with 14,69% in 2012, compared with 2011 and with 3,88% in 2013 compared with 2012), while de current context generates multiple degressive trends.

On the background of this increase trend from year to year, during the entire interval analyzed (2011-2013), the own revenues from student hostels and canteens increased with 902.160 lei, respectively with 19,14%.

In turn, the subventions allocated from the state budget for the support of the activity of the student hostels and canteens (which, as it was previously mentioned, are include to the complementary funding) were reduced during the period 2011-2013 with 599,132 lei, respectively with 16,26%.

The increase of the own revenues allowed the compensation of the reduction of subventions allocated from state, resulting per total a plus of revenues of 303.028 lei.

A structural analysis of the total revenues related to the activity of student hostels and canteens shows a growing share of own revenues in the first half of the interval studied (from 56,12% in 2011, to 64,06% in 2012), followed by an increase almost indistinguishable until the level of the year 2013 (64,54%). By analogy, the subventions allocated from the state budget decreased from 43,88% in year 2011, to 35,94% in year 2012 and 35,46% in year 2013.

6. Conclusions

From the numerical information previously presented, we can issue the conclusion according to which in year 2013, the University of Craiova obtained total revenues of 149.295.615 lei. These were used for the partial covering of expenses (staff expenses, expenses with goods, services and capital expenses) in the total amount of 154.665.547 lei. In order to cover the difference, it was needed the use of a part from the available

amount on 31.12.2012, more precisely the amount of 5.369.932 lei, after the approval received from the Ministry of National Education.

As a consequence of the resources allocated from the state budget, the extra-budgetary revenues should have represented the most consistent sources of founding for the University of Craiova. But, a comparative analysis between the evolution of the budgetary financing and that of the extra-budgetary revenues during the period 2011-2013, illustrates a decrease of extra-budgetary revenues in a superior rhythm of the diminution registered at the budgetary financing (-13,42% in respect to -12,79%), aspect that we appreciate as being unfavorable, under the conditions in which the chronic sub-financing of Romanian academic education obliges the universities to base on extra budgetary financing sources.

Moreover, the decrease of extra-budgetary revenues was due, for the most part, to the reduction of own revenues, which are obtained especially from the study taxes. Thus, during the period 2011-2013, the own revenues decreased with 10.540.416 lei, under the conditions in which, per total, the extra budgetary revenues were diminished with 12.004.874 lei, situation which shouldn't be omitted while the own revenues usually represent the main source of extra-budgetary revenues of public academic education institutions. The phenomenon is explained through the fact that, because of the economic crisis, the population cannot support anymore the study expenses, fact which generates a high rate of school abandon and thus significantly diminishing the number of students schooled at the type of education with tax. In order to prevent this phenomenon and to support the students, the University of Craiova started the negotiation with two credit institutions, facilitating the conclusion of lending agreements of students, in order to give them the possibility to pay the study taxes.

Also, the attempt to stimulate the revenues from rentals was countered by the effects of global economic recession and by the reduction of the financial capacity of companies. Thus, the university was obliged to ask the bankruptcy of several partners, economic operators, the auctions afterwards launched for the rent of respective spaces not being followed by any offer.

In respect to the scientific research activity, the university management succeeded to identify recently a way for stimulating and motivating the teaching body towards this approach, by creating a system financed from own resources, by means of the first internal competition for Romanian research grants. The funds came from the administration of research agreements (50% from its value) and from the reduction of the contribution of faculties to the centralized fund of the university (with 2,9%). The contribution to the centralized fund was also diminished with 1% in order to equip the libraries and to increase the research fund.

In respect to the projects financed from external non-reimbursable funds, we consider that it must be made all the efforts needed in order to unblock the amounts to be reimbursed, through the active involvement of the projects managers, together with an optimistic and coherent approach related to the financing opportunities 2014-2020.

Finally, we can conclude that, during the period 2011-2013, the systematic reduction of budgetary funding corroborated with the diminution of extra-budgetary revenues, under the effects of global economic recession, generated a considerable pressure on the University of Craiova and especially on its management, which was obliged to change its strategy, meaning to maintain an acceptable level of revenues, through the rationalizing of the allocation of available resources. In this context, extremely unfavorable, we shall remark the efforts of university management to permanently follow the stabilization and the consolidation of financial statement, in order to ensure the proper development of the activity of the institution under conditions of budgetary equilibrium.

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