

## PERSONAL INFORMATION

## Sorin Eugen ZAHARIA



 Bucharest, 010308, ROMANIA



 [sorin.zaharia@gmail.com](mailto:sorin.zaharia@gmail.com)

Sex Male | Date of birth 30/07/1958 | Nationality Romanian

## JOB APPLIED FOR

## PERSONAL STATEMENT

*A person with strong communication and organizational skills achieved in 16 years of involvement in public policies in higher education, vocational education and training, skills, qualifications and partnership universities–labour market and in European project management, experienced in teaching and research, competences achieved in 35 years of university career in mechanics, air transport and management and public institutions is now ready to continue the transfer his knowledge, competences and experience at international level.*

## WORK EXPERIENCE

- October 2004 - present **University Professor, Director of UNESCO Chair of University “Politehnica” of Bucharest (from 2017- present) University “Politehnica” of Bucharest**
- Coordination of UNESCO Chairs' activities;
  - Delivering courses at the Faculty of Aeronautical Engineering on the following subjects: Airport Management, Numerical Methods, Air Transport Marketing, Project Management, Airport Infrastructure, Aviation and environment;
  - Coordinator of Erasmus+ and Horizon projects;
  - Delivering the course “EU Politics and Institutions” within a Jean Monnet project;
  - Carrying research activities in the fields of Airport management, Qualifications in the Air Transport sector, Enterprise management, Higher Education management, Economic and social impact of air transport;
  - Evaluator of scientific projects for National Council for Higher Education Scientific Research;
  - Member of ESCO Reference Groups: “Transportation and Storage” and Cross sector;
  - Member of national and international professional associations (ATCR – Romanian Association for Knowledge Transfer; IGIP and SEFI, International and European Societies for Engineering Education);
  - President of European Network for Aviation Training and Education;
  - Chair of Board of Editors of European Journal of Qualifications (EJQ) since 2009.
- [Education and training](#)
- October 2017 - present **Vice President of the Board of Iasi International Airport**
- Implementation of the Airport development strategy
  - Making connections with airlines
  - Opening of new air routes with departure / arrival from Iasi
  - Organizing international aviation events
  - Ensuring the involvement of the Airport in the international aviation activity
  - Development of the professional training of the Regia staff
  - Coordination of staff recruitment activity
- [Air transport](#)
- March 2011-  
January 2012 **General Director  
Ministry of National Education,**

**National Qualifications Authority (NQA) of Romania**

- Leading the NQA according with its mission, strategy and work programmes;
- Responsible for an annual budget of 5,5 million euro;
- Carrying day-to-day management of the Authority and all staff members, including recruitments and supervision of the 70 permanent staff and over 300 short term experts;
- Contributing to the elaboration of public policies and legislation regarding the NQF implementation, higher education and adult education in Romania;
- Ensuring the effective representation and public relations of the NQA at national level, working closely with the Ministries of Education and Labour, National Centre for TVET, as well as representatives' sectoral committees and social partners;
- Ensuring the effective representation of the NQA at European level, working closely with the European institutions and bodies, including DG Education, Audio-visual and Culture (DG EAC), European Centre for the Development for Vocational Training (CEDEFOP) and European Training Foundation (ETF);
- Ensuring the effective representation of the NQA at international level, including cooperation with World Bank, OECD;
- Romanian representative in the EQF Advisory Group and national correspondent for Qualification Framework (QF) for European Higher Education Area (EHEA).

## Education and training

September 2010-  
February 2011**General Director****Ministry of National Education****Executive Unit of the National Council of the Qualifications and Adult Training**

- Directing and managing of the Executive Unit, being responsible for an annual budget of more than 5 million euro;
- Day-to-day management of the staff, including recruitment, supervision and development of staff; I managed 75 permanent staff, reaching more than 200, external experts included;
- Preparing the needed legislation and procedures in order to establish the NQA in Romania by merging the National Adult Training Board – NATB and the National Agency for the Qualifications in Higher Education – ACPART according to the Law of Education nr. 1/2011;
- Coordination of the adult learning developments in Romania;
- Implementation of the qualifications framework in Romania;
- Coordination of the 5 European and national ESF projects;
- Ensuring the representation and public relations of the Executive Unit at national level and in its dealings with the European institutions and bodies;
- Romanian representative in the EQF Advisory Group of the European Commission and national correspondent for Qualification Framework (QF) for European Higher Education Area (EHEA) .

## Education and training

November 2008 -  
October 2011**Project Manager****National strategic project “Development of an operational system for the NQ in HE” (DOCIS) – ID 1622, financed by POSDRU-European Social Fund, 2007-2013**

- Managing the project, recruiting and managing the staff, including 18 persons and more than 350 long and short term experts ;
- Ensuring the management of a total budget of 5 million euro, according to the work programme and the project general and specific objectives;
- Designing and developing the National Qualification Framework for HE in Romania ([www.mncis.ro](http://www.mncis.ro)), creating the link between HE and VET;
- Drafting the report regarding the Romanian HE graduates from 2005-2009 and theirs labour market insertion based on a quantitative and qualitative research;
- Drafting the Romania country self certification report regarding the development of the NQFHE against the criteria of overarching framework of EHEA;
- Organizing the external assessment of the NQF for HE.

## Higher Education and Research

November 2005-  
October 2008**Director****Ministry of Education, Research, Youth and Sport****National Agency for the Qualifications and the Partnership between Universities and the Economic and Social Environment – ACPART**

- Directing of the Agency and implementing the governmental decisions ;
- Preparation and implementation of the annual budget of 3,5 million Euro;
- Day-to-day management of the Agency and of all staff matters, including recruitment, supervision and development of 30 permanent staff and more than 150 external experts;
- Preparation of the Annual Reports on the Agency's activities;

- Coordination of the activities regarding the implementation of the NQF for HE in Romania;
- Leading national and European projects in order to support the public policies regarding the Bologna process and reforms linked with the QF implementation;
- Leading the developments of the relationship between the HE sectors and the labour market;
- Coordination of national and European projects (Phare, Grundtvig, Socrates, Leonardo da Vinci) in order to develop new instruments to support public policies, including adult education;
- Representing Romania at European and international events on higher education in the Bologna and Lisbon processes;
- Ensuring the management of more than 8 European-funded projects undertaken by the Agency;
- Coordination of implementation of the NQF in HE; team leader of the WG for drafting the Romanian Methodology for the implementation of the QF for HE, including the National Register of Qualifications for HE, approved by Ministerial Order since 2009;
- National Correspondent of Romania for Overarching Qualification Framework of EHEA..

#### Higher Education Management and Industrial Relations

2004 - 2008

#### University Professor (part time)

##### National School for Political Studies and Public Administration (SNSPA) from Bucharest

Delivering the course: *Project Cycle Management* inside the Public Administration Department  
Higher Education

2000 - 2013

#### Visiting professor

- **Ecole Nationale d'Aviation Civile (ENAC)** Toulouse, June 2013
  - **ENAC** Toulouse, Novembre 2012
  - **Conservatoire Nationale des Arts et Métiers (CNAM), Paris**, January – August 2012
  - **CNAM Paris**, April – October 2010
  - **University of Versailles**, April – July 2009
  - **University of Rouen**, November 2001, January-February 2003, May-June 2004, June 2006, January-March 2010
  - **University "Pierre et Marie Curie"**, May 2000.
- Delivering courses on the following subjects: *Numerical Methods and Mechanics; Higher Education Management; Airport Management, Airport Infrastructure;*
  - Research activities in the field of Mechanics, Airport Management, Air transportation qualifications, Enterprise management, Higher Education management;
  - Development of European projects in the field of Higher Education, Adult learning and E-learning

#### Higher Education and Research

September 2001-  
October 2005

#### Director

##### Ministry of Education and Research – National Agency for Partnership between Universities and the Economic and Social Environment – APART

- Pioneer in coordinating the activities for partnership between universities and business environment in Romania;
- Promoting the concept of entrepreneurial university;
- Building and developing the institutional capacity of the agency, increasing the role and the missions of Agency by involving it in European projects; in consequence the human potential of the Agency increased from 7 people in 2001 to 30 in 2004;
- Preparation and implementation of an annual budget up to 3,5 million euro;
- Deeply involved in promoting the Agency at the national and European level, by implementing more than 10 European-funded projects;
- Initiating a summer conference on the university-economy cooperation – UNISO ("UNiversity in SOciety);
- drafting the Annual Reports on the Agency's activities.

#### Higher Education and Industrial Relations

September 1996 -  
June 2001

#### Deputy Director

##### Ministry of Education and Research, Project management Unit of the Phare Project Higher Education Reform in Romania, RO 9601

- Coordination of the activities developed within the project for the higher education reform in Romania;

- Research concerning the new developments in HE management and author of articles and books regarding the implementation of the HE reform in Romania;
- Contribution to the modification of the Law of education; Drafting the new regulations concerning the enhancement of university autonomy, the new finance of HE on the base of institutional contract, the separation of academic and administrative activities in universities, introduction of the positions of administrative general director in universities, the promotion of the concept of entrepreneurial university.
- Day-to-day management of the Project activities, administrative and all staff matters (10 team members and 150 external experts);
- Financial management of a 12 million euro budget for 5 years.

Higher Education Management

September 1994-  
August 2004

Associate Professor (1994-2000) and University Professor (2000-2004)

University “Valahia” from Targoviste

- Delivering courses and seminars on the following subjects: *Numerical Methods in Solid Mechanics, Resistance of Materials, Mechanics*
- Head of the Mechanical Engineering Department (1999 – 2004), member of the University Senate;
- Coordination of education and research activities of the department;
- Management of 30 members of the staff department;
- Implementation of about 8 projects with around 900,000 Euro budget, including European projects funded by RICOP and Phare programs.

Higher Education and Reform

September 1985-  
August 1994

Assistant professor

University “Politehnica” of Bucharest

Delivering courses and seminars on the following subjects: *Mechanics, Resistance of Materials, Numerical Methods in Solid Mechanics* (delivered in French)

- Research on the fields of Aircrafts mechanics and the Numerical methods in solid mechanics (multicorps systems )

Education and training

September 1983 -  
August 1985

Engineer

Aircraft Factory, Bucharest

- Engineer in the Department for General assembly of airplanes ROMBAC 1-11.
- In charge with the quality assurance manual of the Department.

Aeronautical and Aerospatiale engineering

EDUCATION AND TRAINING

---

- 2025 Cyber Security Users  
DNSC Certification  
Network and Information security management
- 2025 Network and Information Security Manager  
DNSC Certification  
Network and Information security management
- 2025 Cybersecurity auditor,  
DNSC Certification  
Cybersecurity management
- 2023 Certificate for airport security management  
AACR
  - Security management system
- 2018 ICAO Safety Management System (SMA)  
ICAO

- Safety management system
  
- 2013 **ICAO Safety Management System (SMA)**  
ICAO
  - Safety management system
  
- 2012 **Certificate of Assessor in the field of Vocational Training (NQF level 6)**  
FIATEST SRL, Bucharest
  - Organizing and coordinating the assessment process;
  - Development and applying specific tools for the assessment of the competences acquired in the nonformal and informal context of adult learning
  
- 2010 **Certificate of Trainer (NQF level 6)**  
ACCEPT Consulting SRL, Bucharest
  - Organizing and coordination of the training process;
  - Designing of training programmes in adult education;
  - Quality assurance in training programmes for adult education.
  
- 2009 **Certificate of Tourism Manager (NQF level 6)**  
ERICSSON SRL, Bucharest
  - Organizing and coordinating of the activities in a S&M tourism enterprise;
  - Marketing in tourism services
  
- 2002-2008 **European PhD in Management** EQF 8  
ISCED 6A  
University of Rouen, France  
Title of the thesis: „Transition from the Classical University to the Concept of the Entrepreneurial University”
  
- 1996 **Certificate of “Enterprises assessor”**  
University “Valahia” from Targoviste  
Enterprises assessment
  
- 1994-1995 **Post Doctorate Diploma in Mechanics**  
University of Poitiers, France  
Research in the field of Optimisation of the Solids Mechanics
  
- 1988-1993 **PhD Diploma in Fluid Mechanics, Aerodynamics and Aircraft Engineering (NVQ level 8)\*** EQF 8  
ISCED 6A  
University “Politehnica” from Bucharest, Romania
  - Title of the thesis: „Optimal Trajectories of Airplanes in the Presence of Wind and Other Flight Restrictions”
  
- 1978-1983 **Diploma in Engineering (NQF level 7)** EQF 7  
ISCED 5A  
University “Politehnica” from Bucharest, Faculty of Aircraft Engineering
  - Solid and Fluid Mechanics, Design in Aerospace Engineering, Numerical Methods, Computer Programming Languages, Flight dynamics.

**PERSONAL SKILLS**

Mother tongue(s) Romanian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
2007-Upper intermediate certificate issued by British Council					

French	C2	C2	C2	C2	C2
Russian	A1	A1	A1	A1	A1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user  
Common European Framework of Reference for Languages

Communication skills

- Excellent communication skills acquired as university professor/ lecturer/trainer and team leader during more than 30 years of activity;
- Very good written and oral communications skills acquired through preparing and delivering public presentations to several conferences, seminars and workshops;
- Ability to work cooperatively in multicultural environments and to adjust to them, which was acquired through participation to multi-partnership European projects, to three European working groups (EQF Advisory Group, WG for Overarching Qualification Framework for HE and ESCO –Reference Group for “Transportation and Storage” and CROSS) as well through a PhD and a post-PhD studies undertaken in France (Annex 3);
- Ability to moderate and steer international networks and to cooperate with network members on issues related to the tasks;
- Ability to lead discussion and present work accurately and convincingly in meetings and conferences as result of university activities during more than 30 years;
- Very good presentation skills and the ability to interact and negotiate at senior management level with representatives of the European institutions, national governments, the social partners, acquired during 14 years experience as leader of national bodies and as their representative in relation with international and European institutions and also with national bodies from Member States.

Organisational / managerial skills

- Managing and leadership skills, as a result of holding various leading positions (head of university department, programme director, director of a national agencies, general director of NQA), project manager;
- Expertise in institutional building and mobilisation of financing resources;
- Very good organisational skills, acquired through the practical exercise of organising national and international events, such as: the summer university UNISO (UNiversity in SOciety) , which represents a personal initiative, already being at the 12<sup>th</sup> edition; its topics (Annex 3) were focused on the higher education management, partnership between universities, social and economic environment, professional paths, employment and entrepreneurship, EU policy in VET and HE, qualifications framework;
- Rich experience in project management, acquired during the implementation of 50 projects designed, managed and implemented: 8 Leonardo da Vinci pilot projects, 15 research projects national or Horizon 2000, 10 Phare projects, 1 Socrates network project, 2 Jean Monnet projects, 3 Lifelong Learning projects; 5 European Social Fund projects, 1 Erasmus+ projects, 1 TEMPUS (Annex 2) with budgets up to 12 millions of euro;
- Able to manage human, financial, and operational resources in order to make decisions aimed at building efficient project workflows, to plan and overall organizational performance; experienced in institutional building and drawing of various financing resources;
- Familiar with teamwork and very good team leadership, capable of working both with my own teams but also with teams and groups across and outside of the organisation; strong ability of working effectively together with interdependent goals, common values and norms to foster a collaborative environment and drive teams in the same direction;
- Excellent organisational knowledge, good ability to understand the power relationships within the organisation and also with other organisations;
- Experience in strategic networking, having appropriate capacity to moderate and steer international networks of contacts and to cooperate with network members in achieving strategic related goals or issues for achieving the tasks; able to build and maintain trustworthy work environment, being widely open to internal and external relationships; capable of developing a broad, big-picture view of the organisation and its mission;
- Rich experience in negotiating, good capacity to work toward win-win outcomes with representatives of the European institutions, national governments and social partners;
- Good sense of organisational alignment, proving the ability and willingness to adapt personal behaviour to the needs, priorities, and goals of the institution, acting in efficient ways in order to promote the organisation’s goals or meet organisational needs.

Job-related skills

- Sound knowledge and experience in airport management, airport infrastructure, airlines management, air transport strategy and air transport qualifications;

- Sound knowledge of European policy documents related to Education & Training work programme, Adult Learning Agenda and EQF based on the membership in European working groups as well as in national working groups (for example WG for the implementation of National Qualification Framework for HE);
- Ability to accept challenges, to manage a range of tasks, to respond ad hoc to requirements and to work constructively under stress;
- Capacity of decision making based on analysis and synthesis;
- Skilful at reporting, analytical and research qualities acquired through writing country reports, state-of-art reports during various leading positions and by implementing national and European projects;
- Good knowledge of European Union institutions developments and their relationship obtained by being professor in two Jean Monet Action projects;
- Sound knowledge of procedures for higher education, qualification framework and European Skills Competences Qualifications and Occupations Taxonomy (ESCO);
- In-depth knowledge of the European Higher Education Area: quality assurance, higher education funding management, qualifications framework, diploma recognition acquired by participation to many working groups, seminars or conferences organised within the Bologna Process;
- A thorough understanding of the EU policy and strategies in skills, qualifications, adult learning and related fields (employment), of how EU institutions operate and interact, acquired by representing Romania in international or European events;
- Ability to contextualise information and to identify key issues and important trends;
- Experience in drafting research papers, policy-relevant documents and studies, documented by publications: 30 books, university courses and guides and over 150 articles published in Romania and abroad (Annex 1);
- Strong analytical skills and ability to draw up conclusions and recommendations;
- Competence and experience in designing, carrying out and analysing empirical surveys, including knowledge in sample techniques and advanced analysis methods;
- Accurate understanding of administrative and financial regulations, including public procurement procedures both at national and European level;
- In-depth knowledge and expertise in research concerning higher education and adult education management.

#### Computer skills

- Experience in defining specifications for designing portals and databases, with particular reference to end-user needs. I designed the specification and after I elaborated and implemented the National Qualification Register for Higher Education in Romania ([www.mcis.ro](http://www.mcis.ro));
- Good command of Microsoft Office (Word, Excel, PowerPoint) and web tools;
- Basic knowledge of computer-aided graphics applications;
- Knowledge of some computer programming languages;
- Knowledge of using and development of Cooperative Taxonomy Creator for ESCO;
- Rich experience in design and implementation of computer-aided learning.

#### Other skills

- Commitment to continuous professional and personal development proven by the participation to study visits (including CEDEFOP) and to a range of conferences in the field of education and training, as well as by up-dating the personal competences and skills through many trainings;
- Commitment to work based on persistence, accuracy, tasks-focus and result-orientation;
- Dynamic person with several hobbies like travel, yachting, tennis and ski.

Driving licence   ▪ Category B

#### ADDITIONAL INFORMATION

##### Publications

I am the author of 2 PhD thesis, more than 180 articles published in Scientific Journals and Proceedings of national or international conferences and of 37 books or proceedings (Annex 1).

The most relevant are :

- A. PhD Thesis:
- Profilul optim de zbor al avioanelor de pasageri în condiții de vânt și alte restricții (Optimal flight path of aircrafts in the presence of wind and other flight restrictions), Bucharest, 1993.
  - *Le passage d'un modèle d'université classique vers une conception d'université entrepreneuriale (Shift from the classical university model to the concept of the entrepreneurial university)*, Rouen, France, 2008.
- B. Articles published in Scientific Journals or Proceedings of International Conferences:
- *Interactive learning environment in Mechanics*, Lecture Notes in Computer Science, no. 1108, Springer 1996, co-author;
  - *Multimedia-aided education in Mechanics - A tool for life long learning in the university of the twenty-first century*, Proceedings of 19<sup>th</sup> World Conference on Open Learning and Distance Education, "ICDE99", Vienna, 1999, co-author;
  - *A multimedia tool for life long learning education - an example for mechanical training*, Engineering Education in the Third Millennium, Referate des 28 Internationalen Symposiums "Ingenieurpädagogik '99", Leuchtturm – Verlag, p. 200-205, Istanbul 1999, co-author;
  - *Comparative overview of certain fundamental aspects of university management as in several European countries*, Higher Education in Europe, Volume XXVII, no. 3, 2002;
  - *Multimedia laboratory in Mechanics – a new pedagogical instrument for the 21<sup>st</sup> century*, Proceedings of INTERTECH'2001 (International Conference on Engineering and Technology Education), Santos, Brazil, 2002, co-author;
  - *Transformations entrepreneuriales dans les universités européennes*, Proceedings of conference „8èmes Journées Scientifiques du réseau Entrepreneuriat de l'Agence Universitaire de la Francophonie”, Rouen, France, 2003.
  - *Role of knowledge management in the partnership between universities and enterprises*, Proceedings of conference "New Horizons in Industry and Education – NHIE" 2003, Santorini - Greece, 2003, co-author;
  - *Transformations entrepreneuriales dans les universités européennes*, "Presa Universitară Clujeană" Publishing House, Cluj-Napoca, 2004 ;
  - *La formation professionnelle dans la société de la connaissance: «knowledge management» et «e-learning»*, Proceedings of conference «UNiversité dans la Société – UNISO 2004», *University, vocational training and sustainable development in the European Higher Education Area*, Galati, Romania, Paideia Publishing House, Bucharest, 2004;
  - *Le master - la plus dynamique composante de la nouvelle structure LMD*, Proceedings of conference «UNiversité dans la Société – UNISO 2004», *University, vocational training and sustainable development in the European Higher Education Area*, Galati, Romania, Paideia Publishing House, Bucharest, 2004, co-author;
  - *The entrepreneurial university in the knowledge society*, "Higher Education in Europe", vol. XXX, no. 1, March 2005, co-author;
  - *L'université face aux nouvelles politiques de formation*, Proceedings of conference "UNiversité dans la Société - UNISO 2005", *University and labour market*, Cherbourg, France, Paideia Publishing House, Bucharest, 2005.
  - *Le marketing universitaire : publicité ou le « missing link » entre le monde de la formation et de la recherche et le monde d'emploi*, Proceedings of conference "UNiversité dans la Société - UNISO 2005", *University and labour market*, Cherbourg, France, Paideia Publishing House, Bucharest, 2005, co-author ;
  - *University as 'Agent-Based Social Systems Sciences'*, Proceedings of conference "The New Roles of Systems Sciences" - IFSR 2005, Kobe, Japan, November 2005;
  - *Le grand chantier européen de LMD. Etude de cas: Roumanie*, Proceedings of conference „Approche comparative des reformes universitaires au Maroc et dans les pays européens et arabes”, Tanger, Maroc, 2006, co-author ;
  - *Cadrul Calificărilor – un instrument pentru reforma din învățământul superior? (Qualifications Framework – a tool for higher education reform?)*, Proceedings of conference "UNiversité dans la Société - UNISO 2006", *University and economy - partners in education and training*, Cluj-Napoca, Romania, Paideia Publishing House, Bucharest, 2006, co-author;
  - *Cadrul Național al Calificărilor în context european (National Qualification Framework in European context)*, *Market Watch Revue*, No 91, December 2006, Bucharest;

- *Postgraduate education in knowledge society*, Proceedings of 36<sup>th</sup> International Symposium IGIP, Miskolc, Hungary, July 2007.
- *Globalisation of university-enterprise relationships*, Proceedings of conference “New Horizons in Industry, Business and Education” – NHIBE 2007, Rhodes, Greece, 2007, co-author;
- *National Qualifications Framework For Higher Education in Romania*”, volume of British Council conference “Higher Education that Matters: Addressing the Skills Needs of Employers”, Sinaia, Romania, 2007;
- *The present state of the national qualifications framework in higher education in Romania*, ENQA Workshop “Quality Assurance and Qualifications Frameworks”, 2007, Dublin, Ireland, published by ENQA, Helsinki, Finland, no 5, 2008;
- *Role of the national qualification framework in the development of a competence-based higher education*, Proceedings of conference „UNlversité dans la Société – UNISO 2008”, *L’enseignement supérieur centré sur les compétences: défis et solutions*, Iasi, Niculescu Publishing House, Bucharest, 2008;
- *Aerospace Engineering post graduate training in the context of globalisation of education*, Proceedings of “International Symposium IGIP 2009”, Gratz, Austria, co-author;
- *Romanian Qualification Framework for Higher Education - a Component of EQF*, European Journal of Qualifications, No 1, published by ACPART, Bucharest, 2010, co-author;
- *Diversity and Comparability in the Implementation of National Qualifications Frameworks for Higher Education*, European Journal of Qualifications, no. 1, published by ACPART, Bucharest, 2010, co-author;
- *“Implementation of Qualifications Frameworks: from concepts to practice”*, in proceedings of the IGIP 2010 conference, Bratislava, co-author;
- *“Time to invest in new skills. Thoughts on the social responsibility of HE”*, INTERTECH proceedings, 2010, Brasil, co-author;
- *National Register of Qualifications in Higher Education (RNCIS) – The Facebook of Romanian Universities*, European Journal of Qualifications, no. 5, published by National Qualification Authority, ISSN 2069-0290, p. 48-56, Bucharest, 2011, co-author;
- *Invățământ bazat pe competențe în industria transportului aerian (Competence based training in air transport industry)*, Information Bulletin of Romanian Airport Association, no. 18, 2011, Cluj- Napoca, Romania;
- *Higher Education Graduates in the Labor Market in Romania*, proceedings of the Conference “New Horizons in Industry, Business and Education” – NHIBE 2011, Chios, Greece, 2011.
- *The Shift to a Learning Outcomes in Qualifications for the Air Transport Industry*, proceedings of the Conference “New Horizons in Industry, Business and Education” – NHIBE 2011, Chios, Grèce, 2011
- *Nouvelles politiques de formation pour un marché de l’emploi fluctuant*, Proceedings of conference „UNlversité dans la Société – UNISO 2011”, *Partenariats Universités-Entreprises pour une croissance intelligente et durable*, Paris, Scrib Publishing House, Bucharest, 2012 ;
- *Qualifications Framework for Higher Education – A Tool for the Coherent Implementation of the Bologna Process in Romania*, European Journal of Qualifications, no. 6, published by National Qualification Authority, ISSN 2069-0290, p. 19-38, Bucharest, 2012, co-author;
- *“Using ICT solutions for better defined and assessed qualifications for HE”*, in “Future of education” conference proceeding, Florence, June 2012, volume 2, pp225-231, co-author;
- *Education - Formation- Compétences – Métiers, d’ici à 2020*, Proceedings of the conference „UNlversité dans la Société – UNISO 2012”, *Nouvelles qualifications et trajectoires professionnelles*, Sighișoara, Scrib Publishing House, Bucharest, 2013.
- *Formare și competență în transportul aerian, (Training and competence in air transport)*, Information Bulletin of Romanian Airport Association, no. 20, 2013, Cluj- Napoca, Romania
- *Safety Management System and Aircraft Maintenance Organisation*, Proceedings of 1st International Conference “New Challenges in Aerospace Sciences”, Bucharest, 2013, p. 228-231, co-author.
- *Airport connectivity, an essential element for economic performance*, Proceedings of International Conference on air Transport - INAIR 2014, Prague, November 2014, pg. 95 – 102, ISBN 978-80-554-0944-3, Prague 2014
- *What governance shall we need in XXI century in order to build a successful “University|Business” environment?*, proceedings of the Conference “New Horizons in Industry, Business and Education” – NHIBE 2015, Skiathos, Greece, 2015, co-author.
- *The role of NQF in HE Quality assurance*, proceedings of the Conference “New Horizons in Industry, Business and Education” – NHIBE 2015, Skiathos, Greece, 2015.
- *Better skills for better employability in aviation*, proceedings of the Conference “New Horizons in Industry, Business and Education” – NHIBE 2015, Skiathos, Greece, 2015.

- *Benchmarking of airports from Central and Eastern Europe, Proceedings of International Conference on air Transport - INAIR 2015, Amsterdam, November 2015, ISBN 978-80-554-1130-9, Amsterdam 2015*
- *Major trends in the relation airport-airliners in the Central and Eastern Europe, Proceedings of International Conference on air Transport - INAIR 2016, Vienna, November 2016, ISBN 978-80-554-1273-3, Vienna 2016*
- *Challenges in airport digital transformation, Transportation Research Procedia 00(2018)000-000, International conference on Air Transport – INAIR 2018, AVIATION ON THE GROWTH PATH, 20-21 November 2018, Hainburg, Austria, DOI: 10.1016/j.trpro.2018.12.016, Transportation Research Procedia, Direct, Elsevier, Volume 35, pp: 90-99, ISSN: 2352-1465, WOS:000548068300010 [ISI Proceedings], [www.elsevier.com/locate/procedia](http://www.elsevier.com/locate/procedia)*
- *New trends in airport management, Proceedings of the 6th International Management Conference-Review of Management and Economic Engineering "RMEE International Management Conference": Performance Management or Management Performance? , Section C – New Challenges in Performance Management, 20-22 September 2018, Cluj, Romania, pp 488-494, ISSN: 2247-8639, WOS:000471723700067, [ISI Proceedings]: ISI Web of Knowledge, Conference Proceedings Citation Index*
- *Air transport development in Eastern Europe in relation to economic growth, Politehnica University in Bucharest, 15Th World Conference on Transport Research, Mumbai, India, May 2019, Transportation Research Procedia, Science Direct, Elsevier, [BDI].*
- *Trends in Airlines Business Model, Proceedings of BASIQ 2019 International Conference on New Trends in Sustainable Business and Consumption, 30 May-1 June 2019, Bari, Italy, pp 499-506, ISSN: 2457-483X, WOS:000478861800063 [ISI Proceedings].*
- *Long-range air transport market, 8th European Conference for Aeronautics and Space Sciences EUCASS 2019, 1-4 July 2019, Madrid, Spain, DOI: 10.13009/EUCASS2019-850, [ISI Proceedings].*
- *Major trends in the development of airports from Central and Eastern Europe and Baltic countries, Proceedings of Basiq International Conference, "New Trends in Sustainable Business and Consumption", 2-4 June 2020, Messina, Italy, pp 753-760, ISSN: 2457-483X, ISSN-L: 2457-483X, [ISI Proceedings].*
- *Increasing employability in air transport through new interdisciplinary qualifications, Proceedings of EDULEARN20 Conference, ISBN 978-84-09-17979-4, pp. 5398-5408, 2020, [ISI Proceedings].*
- *COVID 19 Impact on Air Transport Industry and Recovery Policy, Proceedings 7th BASIQ International Conference on New Trends in Sustainable Business and Consumption. Foggia, Italy, 3-5 June 2021. Bucharest: ASE.*

#### C. Books

- *Ghid al managementului universitar (University Management Guide), ALTERNATIVE Publishing House, Bucharest, 1998, co-author;*
- *Reforma managementului învatamântului superior RO 9601 "Universitas 2000", (Higher education management reform), CD, Paideia Publishing House, Bucharest, 2001, co-editor;*
- *Reforma universitatii românești, (Romanian university reform), Paideia Publishing House, Bucharest, 2001, co-editor;*
- *Managementul proiectelor (Project Management), published by "Iuliu Hatieganu" University of Medicine and Pharmacy, Cluj-Napoca, 2003, co-author;*
- *Concepte și metode moderne de management în industria petroliera (Modern management concepts and methods in oil industry), University of Ploiesti Publishing House, 2004, co-author;*
- *University, vocational training and sustainable development in the European Higher Education Area, volume "UNiversité dans la Société - UNISO 2004", Paideia Publishing House, Bucharest, 2004, co-author;*
- *Învatamântul superior românesc în contextul Lisabona și Bologna, (Romanian Higher Education in the Lisbon and Bologna Context), vol. I, May 2005, co-author;*
- *University and labour market, proceedings of the Conference "UNiversité dans la Société - UNISO 2005", Paideia Publishing House, Bucharest, 2005, co-author;*
- *Lifelong learning and qualifications in higher education, volume "UNiversité dans la Société - UNISO 2007", Niculescu Publishing House, Bucharest, 2007, co-author;*
- *Partners for Quality in Higher Education. Enhancing the Employability of Graduates, published by British Council, ISBN: 978-973-7707-56-7, Bucharest, Agata, 2008, co-author;*
- *Quality Assurance and Qualifications Framework, ENQA Report, Helsinki, Finland 2008, ISBN 978-952-5539-27-1, co-author;*
- *Partenariats Universités-Entreprises pour une croissance intelligente et durable, proceedings of the Conference "UNiversité dans la Société - UNISO 2011", SCRIB Publishing House, Bucharest, 2012, co-author ;*

- *Nouvelles qualifications et trajectoires professionnelles*, proceedings of the Conference "UNiversité dans la Société - UNISO 2012" Scrib Publishing House, Bucharest, 2013, co-author.
- *Aviația în timp de pandemie*, (Aviation During the Pandemic) Chapter in „Covid -19, Dimensiuni ale gestionării pandemiei”, (Covid -19, Dimensions of pandemic management), volume coordinated by S. Bocancea, pp 640 – 660, Junimea Iași Publishing House, 2020, ISBN 978-973-37-2395-061.
- *Instruments for career development in the air transport industry*, Chapter in “Transformation of Transportation”, Editors Marjana Petrović Luka Novačko, pp 173 – 196, Editions Springer, DOI 978-3-030-66464-0\_12, © 2021, ISBN 978-3-030-66463-3 ISBN 978-3-030-66464-0 (eBook).
- *Drivers of Change for Smart Occupations and Qualifications in Aviation*, Chapter in “Transformation of Transportation”, Editors Marjana Petrović Luka Novačko, pp 197 – 212, Editions Springer, DOI 978-3-030-66464-0\_13, © 2021, ISBN 978-3-030-66463-3 ISBN 978-3-030-66464-0 (eBook).
- *Air Transport Qualifications*, Editions JUNIMEA, 2021, ISBN 978-973-37-2438-4, coordinator.
- *Methodology for a Sectoral Qualifications Framework in Air Transport*, Editions JUNIMEA, 2021, ISBN 978-973-37-2423-0, coordinator.

### Projects

I have conceived and implemented as **team leader of projects or member team**, 47 projects: 8 Leonardo da Vinci projects, 14 research projects, 10 Phare projects, 1 Socrates network project, 2 Jean Monnet actions, 3 Lifelong Learning projects, 5 European Social Fund projects, 1 TEMPUS project, 2 Erasmus+ projects, 2 Horizon Projects (Annex 2).

The most relevant are :

- Erasmus+ Project “Creative digital teaching and learning for green air transport and logistics – AVIONIC, 2022-1-RO01-KA220-HED-000086424, 2022 – 2025;
- Expert in External independent study to support the Evaluation of the Council recommendation of 22 May 2017 on the European Qualifications Framework for lifelong learning, 2022 -2023;
- Knowledge Alliance in Air Transport, KAAT, Erasmus+ Programme, 2018 – 2021, 588060-EPP-1-2017-1-RO-EPPKA2-KA
- Perspective for Aeronautical Research in Europe, Horizon 2020 Project, 2017 – 2020, H2020-MG-2016-2017/H2020-MG-2017-SingleStage-RTD-MOVE.
- *Apprentissage à distance et innovation pédagogique*, **TEMPUS** Program, 2013 – 2016 ;
- *Developing Key Methodological Units for the Implementation of EQF by Means of NQFs*, **Leonardo da Vinci Programme**, 2007-2008;
- *Competent Authorities Network for Qualifications in Romania - IMI PQ NET*, **European Social Fund** and Romanian Government, 2011 -2013;
- Support for the institutional building of NQA in order to implement the NQF in Romania, **Lifelong Learning Program- LLL**, 2010, 2011;
- *Building Bridges between EQF and EHEA*, **Lifelong Learning Program**, Cooperation and Innovation, 2009-2011.
- Development of an Operational System of the HE QF in Romania – DOCIS, **ESF-HDR POS**, 2008-2011;
- Validating learning for an inclusive society – InLearning, **LLL**, 2009-2011;
- Building bridges between EQF and EHEA, **Leonardo da Vinci**, 2009-2010;
- E-training for young entrepreneurs for innovative enterprises- eNOV, **Leonardo da Vinci**, 2006-2007;
- *Creation and evolution of EU political institutions. Case study on the requirements, effects and perspectives of enlargement*, **Jean Monnet Action** 2004-3208/001-001 JMO JMO, 2004-2007;
- *European Programme for On-Line Training and Validation of Competences in IT and Multimedia*, **SOCRATES Project**, e-FORMINFO, 2004-2006;
- *Training Experts to Implement the BMD European System (Bachelor-Master’s-Doctorate) and recognise prior learning - LIMADO*, **Leonardo da Vinci Programme**, Project RO/2004/93089/EX, 2005;
- *European Mechanism for Distance Information, Guidance and Validation of Training and Qualifications in IT and Multimedia, from the Lifelong Learning Perspective*, **Leonardo da Vinci Programme**, Project FR/04/B/PPP – 151128 (EUROPORTIC), 2004-2007
- *Training Experts to Implement the BMD European System (Bachelor-Master’s-Doctorate) and recognise prior learning - LIMADO*, **Leonardo da Vinci Programme**, Project RO/2004/93089/EX, 2005;
- *Improving the professional training of staff in oil enterprises in the context of industrial restructuring – CEMATEP*, **PHARE 2001 – ECONOMIC AND SOCIAL COHESION**, 2003/2004;
- *Reconversion in computer-aided engineering and multimedia techniques*, **PHARE – RICOP Programme, Region 3**, 2001.

- Conferences** Participation to more than 100 international conferences in order to sustain presentations on different subjects related to Education and Training, Management, Mechanics and Aircraft Engineering , as example: UNISO 2012, 2010, 2008, 2007, 2006, 2007, 2005, 2004; IGIP-Engineering Education; NHIBE-New Horizons in Industry, Business and Education 2011, 2008; "The Future of Education"- 2012; INTERTECH 2010; CEDIMES 2005.
- I also participated to more than 50 conferences, workshops, seminars and PLA organised by EC and Bologna Group.
- Study visits/mobilities**
- Participation to several study visits and mobility exchanges in France, Italy, Spain, Germany, UK, USA, Canada, Greece;
  - CEDEFOP Study visit beneficiary in 2011 (Spain) and 2006 (Germany);
  - Organizing in Timisoara, Romania, of a CEDEFOP study visit in 2005.
- Memberships**
- Founding member and President of the Romanian Association for Knowledge Transfer 2004 - 2021;
  - Founding member and President of European Network for Aviation Training and Education from 2021 – present;
  - Member of International Society for Engineering Education –IGIP and European Society for Engineering Education -SEFI 1995 - 2010.
  - Member of Management and Economic Engineering Romanian Association (AMIER)
- References**
- Ms. Brigitte Bouquet, « Rapporteur Général » of « Commission Nationale pour les Certifications Professionnelle », France ;
  - Professor Dominique Gentile, PhD, University Professor at University of Versailles, former President of the University of Versailles
  - Mr. Peter van der Heijden, independent higher education expert of Dutch nationality, who has worked at the European Commission for 23 years.

**ANNEXES** Degrees and qualifications are available on request  
Annex 1 List of selected publications  
Annex 2 List of national and European projects  
Annex 3 List of main international or national events attended

12<sup>th</sup> of January 2026

Sorin Eugen ZAHARIA PhD

