

STRATEGIC PLAN

for 2020 - 2024

TRANSILVANIA UNIVERSITY OF

BRAȘOV

Introduction

Transilvania University of Braşov is nowadays the greatest and best performing university in the Centre Region and the seventh largest university (as measured by student enrolment) of Romania. For more than seven decades, ever since its establishment, the university has continuously developed, encompassing today 18 faculties, in which over 19,500 students are learning, guided by 735 members of the academic teaching personnel and 39 researchers, along with 565 members of the auxiliary-teaching and non-teaching staff, within 100 bachelor's study programmes, 74 master's study programmes and 18 doctoral fields.

The recent years have been, for Transilvania University of Braşov, a stage of institutional and financial consolidation, as well as of initiation or development of many processes specific to a performance-oriented university.

Considering the university's institutional and financial situation, its structure and particularities, as well as the national and international context of higher education and academic research, we dare say the university's ever-greater educational and scientific performance, the development and diversification of its services offered to the academic community and to society, as well as the university's higher level of internationalization are the priorities in the forthcoming period. Therefore, the strategic objectives and implementation measures proposed for 2020 - 2024 pursue these priority directions for Transilvania University of Braşov, in order to enhance its performance and prestige at the national and international level.

Strategic Objectives and Implementation Measures

First strategic objective: To raise the university's educational and scientific performance, through:

- Promotion of mechanisms for the recruitment, training/ development, evaluation and rewarding of the academic teaching personnel, as well as of the research and administrative staff, based on specific criteria of quality and performance;
- Permanent update of the university's educational offer and related process, in line with the requirements of the socio-economic environment and with the national and international trends;
- Modernization of the educational infrastructure (renovation and endowment of the lecture halls, seminar rooms and laboratories), didactic and sports facilities (Gârcin-Doftana, Sânpetru), as well as identification and arrangement of new facilities of study, but also extracurricular activities for the students, based on the "smart-green campus" principles;
- Increased uptake and use of modern technologies (electronic platform, intranet, mobile applications, etc.) in the didactic (teaching-learning, evaluation, communication) and research processes;
- Adaptation of the educational offer promotion, as well as candidate admission and selection processes to the young generation's specificity, including through the use of cutting-edge technologies (online applications, social networks, etc.);
- Active support for the academic teaching personnel, researchers and doctoral/ graduate students in the scientific research and innovation activity (by awarding their research results and project proposals, rewarding the doctoral supervisors on a performance basis, paying the habilitation and patenting fees, granting scholarships for study or traineeship mobilities abroad, funding internal research projects, financing the organization or participation in scientific events, etc.);
- Enhanced activity in the Research and Development Institute within Transilvania University of Braşov (ICDT), inclusively by supporting the master's research programmes and the Interdisciplinary Doctoral School (SDI) in conducting their specific activities;
- Support for the activity of the Technological and Business Incubator and of the Centre

for Technologies, Inventics and Business;

- Support for the national and international student scientific activities and events, as well as for the science popularization activities in the pre-university environment;
- Support for the university's scientific publications (including the volumes of conference proceedings) and their enhanced quality and visibility on a national and international level.

Second strategic objective: To develop and diversify the services offered to the academic community and society, through:

- Permanent contact/ collaboration between the management structures and the academic community (teaching personnel/ researchers, administrative staff, students) and periodical adaptation of the university's organigram to the needs of the academic community and to the demands of society;
- Reinforced sense of belonging to the community of Transilvania University of Braşov through specific initiatives and events, as well as the university's increased representativeness in various organizations, structures, councils or agencies at the regional, national or international level;
- Support (including financial) for the students with social problems, for the ones who implement activities/ projects contributing to the university's even better operation/ development, and rewarding of the students with valuable results in the didactic, research, cultural and sports activity;
- Modernization and extension of the board and lodging infrastructure, further actions for building a dormitory-hotel in the area of "Sergiu T. Chiriacescu" International Conference Centre, as well as arrangement of new facilities for the academic community's educational, cultural-sports or leisure activities (including the ground floor and basement of the Rectorate building);
- Support for the academic community members' training, specialization and development initiatives/ projects, as well as for the national and international student events (thematic summer/ winter schools, competitions, festivals, exhibitions, etc.);
- Coordination of the collaboration with the economic and socio-cultural environment through the "Council of Economic and Cultural Partners of Transilvania University of

Braşov”, with a view to correlating the educational and research process with the requirements of the labour market;

- Increased involvement of the academic community (academic teaching personnel, researchers and students) in joint projects with the authorities, the relevant educational, cultural and sports institutions/ organizations, and the economic agencies, for the benefit of the university and society;
- Extended cooperation with the school inspectorates and the high schools of Braşov county, but also other counties in order to attract future students, to guide young people in their career, to train the pre-university teaching personnel, as well as for mutual support in the conduct of specific activities;
- Enhanced involvement in the cultural life at a local, national and international level, both through the previously begun actions/ events (Concert Season of Transilvania University of Braşov, the annual Chamber Jazz@Transilvania University concert series, the activities of the Multicultural Centre and the Music Centre, etc.) and through new projects;
- Promotion of the university’s image at a local, national and international level, as well as permanent update of both traditional and electronic means (website, social networks) of communication in order to foster the university.

Third strategic objective: To raise the university’s level of internationalization, through:

- Establishment and activation of the International Advisory Board of Transilvania University of Braşov, with a counselling role in terms of the university’s development and higher international visibility;
- Development, in each faculty, of at least one study programme taught in a foreign language (including partnerships with other universities in the country or abroad), especially within the master’s and doctoral education cycles;
- Support for the development of the language skills in the academic teaching personnel, administrative staff and students, as well as incentives (including financial) for the academic personnel teaching in the study programmes taught in foreign languages;
- Support for the annual participation of each academic teaching personnel member and each researcher in at least one scientific event abroad and financing of the

- university's own programmes for training/ documentation/ internship abroad, as well for the development of the international educational and scientific cooperation;
- Development of mechanisms (including financial) to stimulate the participation of both academic teaching personnel and students in international mobilities and collaborations financed by national and international agencies/ organizations;
 - Support for the involvement of specialists from abroad in the university's didactic, research and administrative processes, by financing specific programmes intended for them;
 - Annual funding of scholarship/ support programmes for the students from less developed countries;
 - Adjustment of the organizational structure and periodical organization of actions and events for the international students, in view of a greater degree of attraction, accommodation, adaptation and integration in their regard;
 - Enhanced collaboration with the Ministry of Foreign Affairs, with the Romanian diplomatic missions abroad and with other institutions/ organizations in the country and abroad, with a view to developing joint educational or research/ technical support projects, to promoting the Romanian language, culture and civilization, as well as to attracting foreign students;
 - Support for the university/ faculty representatives' participation in events for the promotion of the university abroad and recruitment of international students (including from the Romanian communities abroad).

In conclusion, for 2020 - 2024, the university's strategic priorities pursue:

- *The academic community*: provision of a framework to raise the level of satisfaction, as well as the didactic and scientific performances of the academic community (both personnel and students);
- *The university's involvement in society*: enhancement and diversification of the educational, scientific and cultural-sports services that the university offers to the community it belongs to;
- *The university's internationalization*: intense promotion of the internationalization activities, as a means of increasing and diversifying the performances of the academic community.

Prof. Eng. Ioan Vasile ABRUDAN, PhD

Rector



This Strategic Plan was presented at the meeting of the Senate of Transilvania University of Braşov on 25.03.2020.