

STRATEGIC PLAN

for 2024 - 2029

**TRANSILVANIA UNIVERSITY OF
BRAȘOV**

The strategic objectives and implementation measures proposed for 2024 - 2029 aim at coagulating the efforts of our academic community for the development of a *highly performative* and *dynamic university*, fully *integrated into the European and International Higher Education Space*.

Strategic Objectives and Implementation Measures

First strategic objective: To increase the university's performance, through:

- Continuous adaptation of the university's educational offer (bachelor's and especially master's study programmes) and educational process to the national and international realities and trends;
- Recruitment/ employment of academic teaching personnel, research and administrative staff according to high quality and performance standards;
- Consolidation of the payroll system based on didactic and scientific performance criteria, so that Transilvania University of Braşov reaches the highest and most efficient wage level in the Romanian academic environment for the same didactic/ research position, seniority and quality of the activity;
- Annual review of the remuneration for the hourly payment and its adjustment at least with the previous year's level of inflation;
- Higher digitalization level of the didactic and administrative processes, and greater use of the modern methods and technologies (electronic platform, intranet, mobile applications, etc.) in the didactic (teaching-learning, evaluation, communication), research and administrative processes, as well as provision of the teaching and research personnel with laptops/ computers, as well as with free printing/ copying/ scanning facilities;
- Modernization of the educational infrastructure (renovation and endowment of the didactic spaces), didactic facilities (Gârcin, Sânpetru, Doftana, Mahmudia), sports and cultural facilities, of the spaces for study or for the students' extracurricular activities; as well as concrete actions for the development of a wellness, prophylaxis, treatment and medical recovery centre;

- Financial support for the academic teaching personnel, researchers and doctoral students in their scientific research and innovation activity (by awarding the research results and project proposals, paying the habilitation, publication and patenting fees, rewarding the doctoral supervisors' achievements, financing the participation in scientific events and training/ specialization courses in the country and abroad, funding internal research and development projects, etc.);
- Development of the activities conducted in the Research and Development Institute within Transilvania University of Braşov (ICDT) and the Interdisciplinary Doctoral School, as well as intensification of the activity in the Technological and Business Incubator;
- Support for the scientific events, as well as for the national and international competitions organised by the university's teaching personnel and students (full or partial coverage of the organization expenses, costs incurred with the prestigious guests from the country or abroad, publication expenses, etc.);
- Support for the university's scientific publications (including the volumes of national and international conference proceedings) and their enhanced quality and visibility nationally and internationally.

Second strategic objective: To develop a dynamic academic community, adapted to society's needs, through:

- Permanent dialogue of the university management with the teaching personnel, researchers, administrative staff and students of our community (through periodic meetings with the colleagues from all faculties, with young members of the teaching personnel, with the doctoral supervisors, with the researchers, with the doctoral students, with the student representatives, etc.) in order to identify and solve the needs and new challenges of the academic community;
- Organization and financing of training, specialization and professional development programmes, as well as of programmes promoting the ethical principles and values for the university's various categories of personnel, but also of thematic professional visits/ exchanges of experience to other universities in the country and abroad;
- Incentives for the participation of the university's teaching personnel, researchers and students in the initiatives and projects of the local, county and national authorities, of the institutions and socio-economic and cultural environment, as well as for the initiation of joint projects with the latter for the benefit of the university and society, inclusively by

intensifying the activity of the "Council of Partners in the Socio-economic and Cultural Environment of Transilvania University of Braşov";

■ Application of modern programmes, methods and technologies to promote the educational offer, to admit the candidates and to attract valuable candidates to the three higher education cycles of studies;

■ Consolidation of the programme, scholarship and reward system for the students who get involved in activities aimed at the university's development and at the proper operation of its services;

■ Extension of the award programmes for the students with valuable results in the didactic, research or cultural-sports activity, and of the support programmes for the students in difficulty;

■ Development of programmes and initiatives on career guidance for young people, on lower dropout, as well as higher resilience and social inclusion, inclusively through the collaboration with the pre-university institutions and teaching personnel;

■ Active support for the participation of our university's students in various national and international events (competitions, contests/ Olympiads, thematic schools, exhibitions, festivals, etc.), as well as the university's enhanced involvement in the cultural life through high-class actions and events organised by the Multicultural Centre and the Music Centre;

■ Modernization of the board and lodging conditions, commissioning of the new dormitory-hotel in the area of "Sergiu T. Chiriacescu" International Conference Centre, opening of the Academics' Club (in the basement of the Rectorate building), arrangement and use of new facilities for the training, cultural-sports or leisure activities of the academic community;

■ Promotion of the university's image and development of the sense of belonging to the community of Transilvania University of Braşov through specific means, actions and events, as well as the university's enhanced representativeness in various organizations and structures at the national and international level.

Third strategic objective: To fully integrate the university into the European Higher Education Area and to enhance the university's internationalization process, through:

- Update of the internationalization strategy of Transilvania University of Braşov in line with the new guidelines at the European Union level, as well as with the international developments and trends in the field of higher education;
- Periodic consultation with the International Advisory Board of Transilvania University of Braşov (consisting of the Rectors of the member universities in the UNITA Alliance) on the university's directions of development and enhanced international visibility;
- Support for the study programmes taught in foreign languages within each faculty, and organization of double/ multiple degree programmes in partnership with other universities abroad (especially within the UNITA Alliance), mainly in the master's and doctoral education cycles;
- Financial support (1500 euros) for the annual participation of each tenured member of the academic teaching personnel and researcher in at least one scientific or professional training/ specialization event (as regards the Assistant Professors/ Lecturers) abroad, and financing of the university's own programmes for training/ documentation/ data collection/ scientific and didactic activity stages abroad;
- Consolidation of the institutional and financial mechanisms to encourage the participation of the academic teaching personnel and students (especially doctoral students) in technical support and international cooperation projects funded by national and international agencies/ organizations;
- Continuation of the programme for the development of the language skills in the academic teaching personnel, administrative staff and doctoral students, as well as of the financial incentive programme for the academic personnel teaching in foreign languages;
- Further financing of the university's programmes to attract valuable international specialists for collaborations in the didactic and research activity (including as external doctoral supervisors), but also in the administrative activity, as well as continuation of the scholarship/ support programmes for the international students (especially the ones from developing countries);
- Continued collaboration with the Ministry of Foreign Affairs, with the Romanian diplomatic missions abroad and with other institutions/ organizations in the country and abroad in order to develop joint educational or research/ technical support projects, to promote the Romanian language, culture and civilization, as well as to attract international students;

- Increasing number of international students and enhancement of the actions and events organised for their benefit, in order to adapt and integrate them into the academic community and society (inclusively through Campus scholarships);
- Financing of the university personnel's participation in international educational fairs (under the "Study in Romania" aegis, together with the other Romanian universities), in events for the promotion of the university abroad and recruitment of international students.

In conclusion, the priorities of the Strategic Plan for 2024 - 2029 consider:

- *The university's increased performance* by strengthening the incentive and reward/ payroll mechanisms and programmes, and by continuously improving the conditions for the proper conduct of the professional activity;
- *Consolidation of a dynamic academic community, adapted to the needs of society*, by fostering innovation and dialogue between the specialists in various disciplines, by proposing a more diversified and flexible educational offer, and by collaborating with the companies and organizations, which will give the university relevance and positive impact on society;
- *The university's full integration into the European Higher Education Area and its increased internationalization* through the active participation of as many members as possible of the academic community in the activities of the UNITA Alliance of European Universities, as well as in European, national and institutional internationalization programmes.



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Rector

This Strategic Plan was presented at the meeting of the Senate of Transilvania University of Braşov on 27.03.2024.