

**Operational Plan of Institutional Development  
Transilvania University of Braşov**

**2024**

**Preamble:**

Transilvania University of Braşov is an accredited state higher-education institution, which operates under this name by Order of the Ministry of Education and Science no. 4894/23.03.1991. Its history begins in 1948, when the Institute of Silviculture was established in Braşov, under Decree no. 175/1948 and Ministerial Decision no. 263327/1948. Ever since, the university has continuously developed and nowadays is the greatest comprehensive university of Romania and the largest and best-reputed higher-education institution in the Centre Development Region, where 20,885 students are learning, guided by 624 tenured members of the academic teaching personnel and 87 fixed-term members of the academic teaching personnel (at the beginning of the 2023-2024 academic year).

For more than seven decades, since its establishment, the university has continuously developed, encompassing today 18 faculties, 31 departments, where 20,885 students are learning, guided by 624 tenured members of the academic teaching personnel and 87 fix-term members of the academic teaching personnel and 51 researchers, along with 549 members of the auxiliary-teaching and non-teaching staff, within 98 bachelor's degree study programmes (81 in the full-time, respectively 17 in the part-time/distance-learning form of education), 86 master's degree study programmes (83 in the full-time and 3 in the part-time form of education) and 22 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.

Given 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 society, as well as the university's higher level of internationalization are priority in the upcoming period. Therefore, the strategic objectives and implementation measures undertaken for 2024 pursue these priority directions for Transilvania University of Braşov, in order to enhance its performance and prestige nationally and internationally.

## Strategic objectives and implementation measures

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

**OS.1.1.** Continuous adaptation of the university's educational offer (bachelor's and mainly master's study programmes) and educational process to the national and international realities and trends.

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for University Internationalization and Quality Evaluation, Rector.*

**OS.1.2.** Recruitment/employment of academic teaching personnel, research and administrative staff according to high quality and performance standards.

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.1.3.** 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.

*Responsibility: Head of Human Resources Department, Rector.*

**OS.1.4.** Annual review of the remuneration for the hourly payment and its adjustment at least with the previous year's level of inflation.

*Responsibility: Head of Human Resources Department, Rector.*

**OS.1.5.** 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.

*Responsibility: Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.1.6.** 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.

*Responsibility: Executive Board, General Administrative Director, Rector*

**OS.1.7.** 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.).

*Responsibility: Vice-Rector for Scientific Research and Informatization, Rector.*

**OS.1.8.** 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.

*Responsibility: Director of ICDT, Director of CSUD, Director of SDI, Coordinator of the Technological and Business Incubator, Vice-Rector for Scientific Research and Informatization, Rector.*

**OS.1.9.** 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.).

*Responsibility: Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.1.10.** 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.

*Responsibility: Deans of the faculties, Director of the Library, Director of the Publishing House, Vice-Rector for Scientific Research and Informatization, Rector.*

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

**OS.2.1.** 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.

*Responsibility: Executive Board, Rector.*

**OS.2.2.** 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 staff categories, but also of thematic professional visits/exchanges of experience to other universities in the country and abroad.

*Responsibility: Vice-Rector for Didactic Activity, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Public Relations, Chairperson of the Research Ethics Committee, Rector.*

**OS.2.3.** 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 Socio-economic and Cultural Partners of Transilvania University of Braşov".

*Responsibility: Faculty deans, Compartment for the Liaison with the Economic Environment, Student Entrepreneurial Society, Compartment for the Liaison with the Pre-University Environment, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, Rector.*

**OS.2.4.** Application of modern programmes, methods and technologies to promote the educational offer, to admit the candidates and to attract valuable candidates for the three higher education cycles of studies.

*Responsibility: Deans, Compartment of Marketing and Image, Compartment for the Liaison with the Pre-University Environment, Vice-Rector for Public Relations, Rector.*

**OS.2.5.** 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.

*Responsibility: Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, General Administrative Director, Rector.*

**OS.2.6.** 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.

*Responsibility: Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Rector.*

**OS.2.7.** 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.

*Responsibility: Deans, Centre for Career Counselling and Guidance, Compartment for the Liaison with the Pre-University Environment, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, Rector.*

**OS.2.8.** 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.

*Responsibility: Deans, Director of the Music Centre, Director of the Multicultural Centre, Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.2.9.** 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.

*Responsibility: General Administrative Director, Rector.*

**OS.2.10.** 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.

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

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

**OS.3.1.** 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.

*Responsibility: Vice-Rector for University Internationalization and Quality Evaluation, Rector.*

**OS.3.2.** Periodic consultation with the International Advisory Board of Transilvania University of Braşov (constituted by the Rectors of the UNITA Alliance member universities) on the university's development directions and enhanced international visibility.

*Responsibility: Vice-Rector for University Internationalization and Quality Evaluation, Rector.*

**OS.3.3.** 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.

*Responsibility: Deans, Director of SDI, Director of CSUD, Vice-Rector for Didactic Activity, Vice-Rector for University Internationalization and Quality Evaluation, Rector*

**OS.3.4.** Financial support (with 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 (for the colleagues who are Assistant Professors or Lecturers) abroad, and financing of the university's own programmes for training/ documentation/ data collection/ scientific and didactic activity stages abroad.

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Rector*

**OS.3.5.** 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.

*Responsibility: Deans, Director of SDI, Director of CSUD, Vice-Rector for University Internationalization and Quality Evaluation, Rector*

**OS.3.6.** 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.

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.3.7.** Further financing of the university's programmes to attract valuable international specialists for collaborations in the didactic and research activity (inclusively 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).

*Responsibility: Deans, Vice-Rector for Didactic Activity, Vice-Rector for Scientific Research and Informatization, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, General Administrative Director, Rector.*

**OS.3.8.** 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.

*Responsibility: Deans, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Public Relations, Rector.*

**OS.3.9.** 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).



*Responsibility: Faculty Deans, Centre for International Relations, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Students and the Liaison with the Economic and Socio-cultural Environment, Vice-Rector for Public Relations, Rector.*

**05.3.10.** Financing of the academic 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.

*Responsibility: Faculty Deans, Centre for International Relations, Compartment of Marketing and Image, Office of Communications, Vice-Rector for University Internationalization and Quality Evaluation, Vice-Rector for Public Relations, Rector.*

Prof. Eng. Ioan Vasile Abrudan, PhD  
Rector of Transilvania University of Braşov



Approved in the Senate meeting no. 7 of 26.06.2024