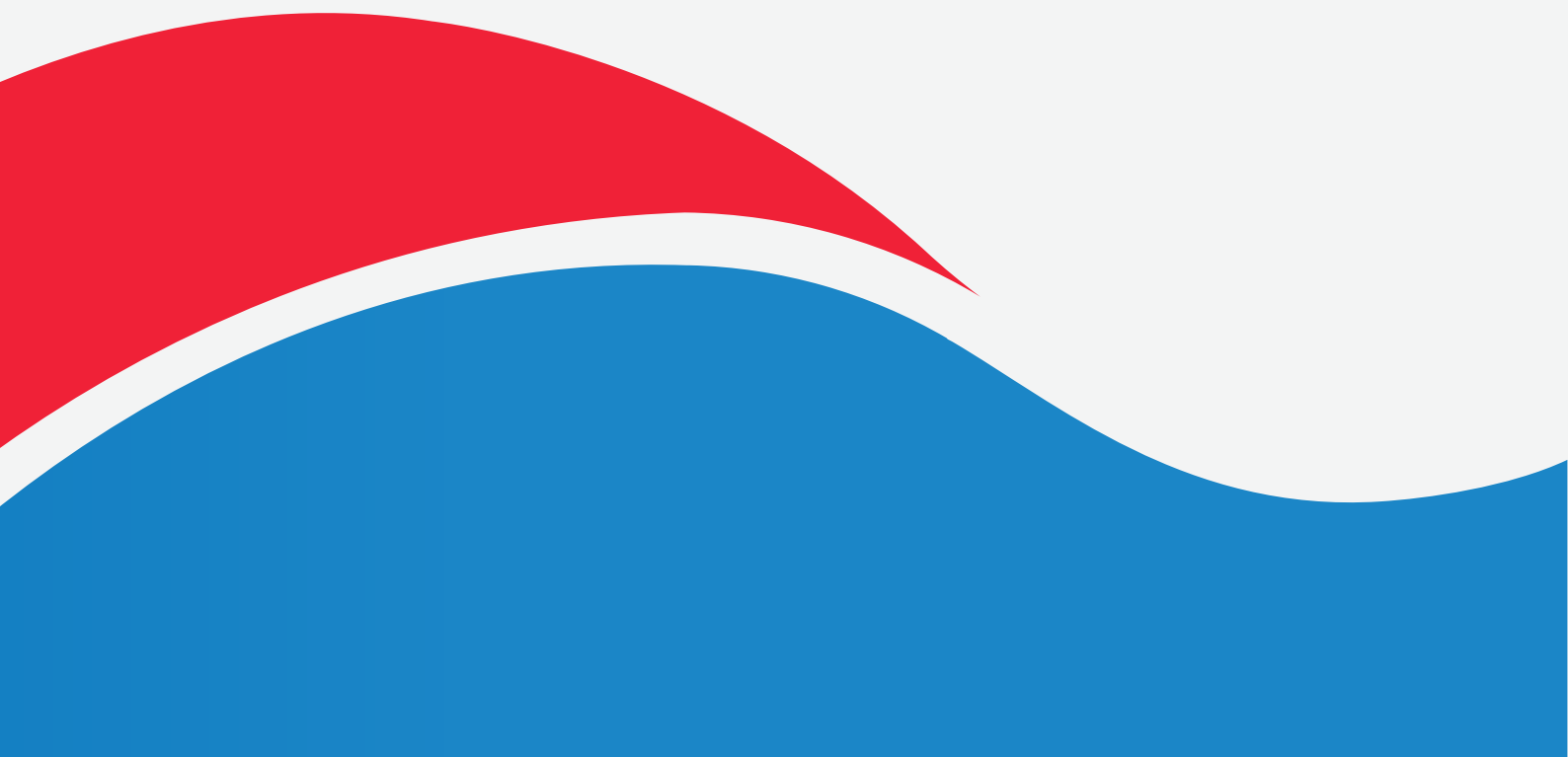




LUCIAN BLAGA
UNIVERSITY OF
SIBIU
(ULBS)

STRATEGIC PLAN

2025 - 2034



ULBS: A European University of the Future

Lucian Blaga University of Sibiu is an academic community that brings together students, faculty, researchers, administrative staff, alumni, and partners, providing an environment that fosters critical, proactive, open, and results-driven thinking. ULBS is a higher education institution committed to high-quality education, innovative research, and constant adaptation to societal change. It serves as a space for the creation and dissemination of knowledge, aiming to enrich and refine the educational process across a wide range of academic fields.

Building on its current resources and achievements, and drawing on best practices from collaborations with universities in Romania and abroad—supported by recent partnerships and academic alliances—ULBS has the potential, over the next decade, to become a key partner for local and regional authorities in community development projects. At the same time, it can strengthen its role as a leading institution within the Romanian higher education system. In this context, a major goal will be to reinforce its presence within academic alliances, with a strong focus on expanding internationalization in response to the demands of the global academic environment.

Efforts to increase transparency in decision-making, improve financial management, advance research, raise the quality of teaching, and promote ethical and academic integrity will continue, helping to build a more flexible and effective institution. These strategic directions will also support the university's efforts to enhance its position in international rankings.

MISSION



Pillars



Values



Key development areas

Lucian Blaga University of Sibiu embraces a mission of higher education and advanced research, delivering a high-quality academic experience that advances multidisciplinary knowledge through innovative research. At the same time, it serves local, regional, national, and international communities by supporting sustainable initiatives and encouraging social engagement.

In the next decade, ULBS aims to strengthen its role as a catalyst for development—becoming a dynamic agent of change that helps shape social and economic progress through improved infrastructure and by creating new opportunities for young people.

We are committed to making the most of our key projects—whether focused on human and material resource development, teaching, or research—with the goal of expanding international engagement, promoting diversity, and supporting collaborative innovation.

VISION

ULBS is a European university of the future—

- inspiring creativity and actively working to understand and meet the expectations of its students
- constantly evolving to align with the needs of the labor market
- recognizing its people as its greatest competitive strength
- leading successful projects in research, development, and innovation
- staying deeply connected to, and responsive to, the needs of its community



STRATEGIC PILLARS

ULBS offers a **comprehensive educational portfolio** designed to meet the real and diverse needs of its community.

ULBS integrates educational outcomes into **interdisciplinary and transnational research activities.**

ULBS **engages in collaborative innovation** with the community it serves through partnerships in education and research.

STRATEGIC PILLARS

EDUCATION

PRINCIPLES

Access to the teaching and research infrastructure of all international partners within the FORTHEM alliance

Trained human resources

Inclusive European education at all levels and in all forms of schooling

COMMUNITY

PRINCIPLES

An inclusive, European academic community

A proactive academic community

An organizational climate that promotes equity, diversity, and inclusion

RESEARCH

PRINCIPLES

The primacy of quality over quantity

The transfer of research outcomes to the socio-economic environment

International and transdisciplinary research networks

VALUES

SOLIDARITY

Strengthening a community united by shared values and committed to addressing challenges within an environment of acceptance and tolerance

INTEGRITY

University ethics policies that uphold human dignity in an environment free from any form of harassment, exploitation, humiliation, contempt, threats, or intimidation

INNOVATION

Fostering creativity and critical thinking in learning, research, and action

SUSTAINABILITY

Adopting and implementing policies and practices aligned with the Sustainable Development Goals

EXCELLENCE

Implementing and consolidating quality standards in teaching and research activities

COMMITMENT

Institutional commitments aimed at fostering a sense of belonging among members of the university community, as well as loyalty to ULBS

CURIOSITY

A continuous search for answers to the mysteries of the universe and human nature, to the challenges of the present, and to the questions of the future

KEY DEVELOPMENT AREAS

EDUCATION FOR THE FUTURE

ACADEMIC INFRASTRUCTURE

HIGH-IMPACT RESEARCH

DIGITAL TRANSFORMATION

UNIVERSITY COMMUNITY

ENTREPRENEURIAL ECOSYSTEM

SOCIAL RESPONSIBILITY

STRATEGIC OBJECTIVES

OS1: Education for the jobs of the future

OS2: European education at all levels

OS3: A motivated and adaptable human resource

OS4: Mentorship and tutoring for the university community

What is our vision for education for the future?

- To engage students as partners in the educational system through active and inclusive approaches aimed at providing knowledge, skills, and competencies aligned with their professional aspirations and adapted to labor market demands
- To offer study programs supported by digital resources and cutting-edge technologies, based on student-centered teaching methods
- To attract, retain, and support students from all backgrounds, with a focus on reducing dropout rates and providing alternative pathways and/or additional skills
- To support students in exploring academic and career opportunities by involving them in lifelong learning
- To implement dual education, the European degree, micro-credentials, and double major study programs

KEY DEVELOPMENT AREAS

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STRATEGIC OBJECTIVES

OS1: Modernization and strengthening of existing infrastructure

OS2: A green, sustainable, and energy-efficient campus

OS3: A dual campus aligned with the needs of the socio-economic environment

OS4: Teaching and research laboratories equipped with state-of-the-art technology and equipment

How will the academic infrastructure be developed?

- By building a dual campus that will facilitate ongoing interaction between pupils, students, faculty, and the industrial sector
- By renovating and modernizing all educational facilities
- By implementing measures to improve energy efficiency and reduce the carbon footprint
- By modernizing student dormitories and the university cafeteria
- By securing funding and implementing projects to develop the infrastructure of research centers and the Institute for Interdisciplinary Studies and Research
- By continuously identifying new opportunities and funding streams for the development, modernization, and strengthening of infrastructure

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STRATEGIC OBJECTIVES

OS1: An organizational culture grounded in continuous and high-impact research

OS2: High-quality research aligned with CoARA (The Coalition for Advancing Research Assessment) and HRS4R (The Human Resources Strategy for Researchers)

OS3: Technology transfer and social innovation

OS4: Internationalization as a driver of research impact

What does high-impact research involve?

- Conducting research activities that address regional, national, and international societal challenges
- Strengthening an organizational culture that values the relevance and impact of research
- Creating an environment where researchers feel supported and appreciated in their work
- Increasing the involvement of ULBS research structures in fostering collaboration with international researchers and attracting funding through research, development, and innovation activities
- Implementing programs aimed at developing the research capacities of young scholars

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OS1: Digital transformation (through the use of software) in teaching, research, and administrative activities

OS2: Development of digital skills aligned with current needs among members of the university community

OS3: Responsible integration of artificial intelligence into university community life

What are our goals for digital transformation?

- To establish a Medical Simulation Center
- To implement digital solutions for improving communication speed and enhancing the university community's access to relevant information
- To develop digital content aimed at increasing student engagement in academic activities and improving the quality of the educational process
- To encourage members of the university community to participate in courses aimed at developing digital skills
- To responsibly use a wide range of specialized software in teaching, research, and administrative activities

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STRATEGIC OBJECTIVES

OS1: An organizational culture grounded in European values

OS2: Equity, diversity, and inclusion

OS3: Support for the well-being and mental health of community members, as well as for strengthening resilience

OS4: Interconnection and collaborative innovation

What does the university community represent?

The university community is made up of the PEOPLE of ULBS: students, faculty, researchers, administrative staff, alumni, and partners.

What will we focus on to enhance well-being and visibility within the university community?

- Developing an organizational culture that ensures equal opportunities and multiple pathways for personal and professional growth and success
- Promoting a creative, collaborative, and stimulating environment for education, research, and collaborative innovation
- Attracting, developing, and retaining high-value human capital
- Involving members of the university community in ULBS governance and decision-making processes
- Promoting equity and ensuring a healthy work-life balance
- Developing the University Sports Club

KEY DEVELOPMENT AREAS

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STRATEGIC OBJECTIVES

OS1: Intensifying efforts to foster an entrepreneurial spirit within the university

OS2: Capitalizing on learning outcomes by transferring them to the socio-economic environment

OS3: Providing students with diverse opportunities to engage in innovation and entrepreneurship, tailored to their interests and career aspirations

For whom and why an entrepreneurial ecosystem?

@ Students:

- To acquire the knowledge and skills needed to become entrepreneurs and to foster an entrepreneurial mindset and spirit
- To improve their chances of entering the labor market and to develop transversal skills and impactful knowledge

@ Faculty/Researchers:

- To create socio-economic impact alongside intellectual contribution
- To collaborate more closely with the business sector and support students in becoming agents of change

@ Business Sector/Community:

- To engage with a university that is actively involved in lifelong learning
- To access students whose skills better match practical needs
- To collaborate with researchers who are willing and able to respond to the needs of the socio-economic environment

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STRATEGIC OBJECTIVES

OS1: Civic engagement

OS2: A university community actively involved in public life

OS3: Socio-economic impact and multicultural influence

OS4: Social inclusion

In what ways does ULBS exercise social responsibility?

- Through the active participation of ULBS members in community life, including various projects focused on social and economic initiatives, awareness-raising campaigns, science outreach, and more
- Through the responsible assumption of its role as the largest provider of qualified human resources in Sibiu County
- Through educational and research projects carried out in public-private partnerships, as well as through volunteering, internships, and entrepreneurial initiatives
- Through the socio-cultural activities it supports and promotes, contributing to community development and having a positive impact on vulnerable groups
- Through its commitment to contributing to the achievement of the UN Sustainable Development Goals, and to integrating dimensions such as sustainability into teaching and research activities—initiatives that foster local, regional, and national development in social, economic, and cultural terms, in line with the needs of the community

WHERE ARE WE HEADING?

EDUCATION FOR THE
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INFRASTRUCTURE

HIGH-IMPACT
RESEARCH

DIGITAL
TRANSFORMATION

UNIVERSITY
COMMUNITY

ENTREPRENEURIAL
ECOSYSTEM

SOCIAL
RESPONSIBILITY

How do we measure
excellence?

- New academic programs
- High employment rate of graduates in their field of study
- Increased student satisfaction across the university
- Newly built or modernized spaces for learning, research, and accommodation
- Teaching and research laboratories equipped with technology, software, and broad access to databases
- Number of research projects submitted and successfully funded
- Number of early-career researchers involved and their retention rate
- Degree of digitalization in teaching, research, and especially administrative activities
- Development of applications to keep the university community continuously informed about events and initiatives
- Fostering a sense of belonging to the ULBS community among all its members
- Strengthening a competitive, welcoming, and responsible academic community
- Development of start-ups and spin-offs emerging from entrepreneurial activities
- Implementation of a system to measure civic engagement among community members involved in ULBS-led initiatives
- Ensuring financial stability to support the achievement of strategic objectives
- Strengthening and enhancing ULBS's reputation at the local, regional, national, and international levels



UNIVERSITATEA
LUCIAN BLAGA
— DIN SIBIU —

