

# Babeş-Bolyai University

## STRATEGIC PLAN 2024-2029

(under the Candidacy Action Plan)

**A world-class European university**



UNIVERSITATEA BABEŞ-BOLYAI  
BABEŞ-BOLYAI TUDOMÁNYEGYETEM  
BABEŞ-BOLYAI UNIVERSITÄT  
BABEŞ-BOLYAI UNIVERSITY

TRADITIO ET EXCELLENTIA

**Tradition and Excellence with Culture-Science-Innovation since 1581**

## **Preamble**

According to the international QS STAR audit conducted by the leading British company Quacquarelli Symonds, UBB is now a world-class university. Essentially, it means that: At the heart of its academic activity, UBB is committed to developing knowledge through scientific research, development and innovation, which then underpins an education developed in collaboration with students and society/the socio-economic environment, as well as a high-quality and/or innovative relationship with society/the socio-economic environment.

Through this Strategic Plan, we aim to consolidate and develop Babeş-Bolyai University among the world's top universities, an effort in which, with intelligence, wisdom and creativity, working together in good faith, we seek to find the most effective solutions and answers to the major challenges and issues confronting the world and academia today, which are no longer framed by a familiar paradigm, but rather call for fundamental paradigm shifts.

The internationalisation process of Babeş-Bolyai University has gained momentum in recent years, with the University joining the European Research Intensive Universities Network, The Guild, and the European University Alliance EUTOPIA. In this context, UBB sets out to be an active voice in promoting the world-class model at European and international level.

As a founding member of EUTOPIA European University, a meta-university bringing together 10 leading European universities, UBB is consolidating its position in the European and international arena, while also promoting and capitalising on the best European and international practices at national level.

**BABEŞ-BOLYAI UNIVERSITY**  
**today**



Since 2016, UBB has consistently ranked first among Romanian universities in the eight editions of the university meta-ranking initiated in 2016 by the Ministry of Education, which aggregates nine of the most important international individual university rankings. Based on the meta-rankings and Babeş-Bolyai University's ranking compared to other participants, in 2023 UBB recorded its best performance in terms of its participation in international rankings!

UBB is the largest and most complex university in the country, with a community of over 50,000 members spread across 23 cities and 12 counties, providing undergraduate, master's and/ or doctoral/ postdoctoral degree programmes in all major academic fields.



UBB has reached its highest number of international students since its foundation. Furthermore, in terms of partnerships/protocols/joint programmes, UBB has reached a new milestone in its history in terms of its international standing, including an active and strategic presence in Africa.

UBB was invited and welcomed into The GUILD, an organisation of some of Europe's most representative advanced research universities. Upon acceptance, UBB was regarded as the most representative university of its kind in South-Eastern Europe.



UBB became a member of the European university alliance EUTOPIA, with academic programmes linked to nine other world-class universities in Europe.

UBB hosts the *National Office of the European Institute for Innovation and Technology* (EIT Digital) and *UNESCO Chair on Climate Change and Sustainable Development*.

UBB was awarded the *HR Excellence in Research* label by the European Commission, acknowledging its implementation of professional, administrative, and ethical standards in research as set out under European regulations.

UBB has initiated the development of an academic infrastructure of the highest standard:

- The *InfoBioNano4Health Platform*, as a smart specialisation approach for the city and the country, which brings together UBB's competitive advantages across all major academic fields;
- The *STAR UBB Institute platform*, which has grown significantly by coordinating a network of academic centres and an outstanding strategic RDI infrastructure;
- The *INSPIRE platform* for medical bioimaging;
- The *ACTRIS platform*, part of the European ERIC-ACTRIS infrastructure;
- *UBB Centre for Creative Industries*;
- re-established the *Emil G. Racoviță Institute*;
- new *scientific resorts/centres* such as Arcalia, Coronini, Neptun or Jibou.



UBB has partnered with major players in the socio-economic sector to co-create innovation units, either at UBB or within companies, and has spearheaded national strategies in fields such as quantum communications and sports.

UBB boasts the following competitive advantages:

- the largest and most comprehensive university in the country, providing undergraduate, master's, and doctoral/postdoctoral degree programmes in all major scientific fields;
- arguably the most multifaceted multicultural university in Europe, featuring three official academic languages - Romanian, Hungarian, and German - alongside a wide range of programmes in several international languages;
- arguably the most comprehensive theological education on the continent, with four faculties of theology;
- preserves the specific vocational nature of performing and audiovisual arts studies within a unique curricula structure that combines artistic practice with fundamental research, including the professional doctorate level.



All in all, UBB stands out as a world-class university, the oldest, biggest, and most complex university in the country, as well as a top university in Europe and worldwide. The current position was built on the solid foundations established by previous academic administrations and generations, and we confidently believe that those who will follow us will build on our efforts and carry UBB's reputation even further in the years to come.

**MISSION**

**VISION**

**VALUES**



## Mission

UBB is committed to further pursue the following principles:

(1) Excellence - the driving force and guiding principle of academic activities

As a public institution, we support a European model of inclusive excellence by encouraging people to fulfil their potential, embracing the university's unique multicultural character, and reinforcing UBB's standards of excellence.

(2) Knowledge generation - the driving force at the heart of academic activities

Knowledge generation is diverse, both curiosity-driven and challenge-driven, both disciplinary and multi-/inter-/trans-disciplinary.

(3) Sustainability - a cross-cutting mechanism of UBB activities

The now well-established UBB Goes Green programme confirms UBB's involvement in the international movement for sustainable development.

(4) Active leadership in society

UBB remains committed to its role in society as a bastion of reason and truth, a point of reference for the pursuit of these values.

(5) Redefining the Idea of University - the Humanist Manifesto

UBB implements the principles and mechanisms described in the Humanist Manifesto across all areas of its activity, in line with and in concert with other comparable international initiatives.



## Vision

UBB consolidates and develops its presence in the world-class league as a European university which, through its academic mission, promotes national and European values and knowledge at international level and brings the best European and international practices to Romania, thereby capitalising on them at national level.



**Tradition and Excellence with Culture-Science-Innovation since 1581**

## Values

The long-standing, strong organisational culture at UBB constantly drives us towards the highest academic standards. The priorities resulting from this tradition have constantly stimulated academic excellence at the University, thus upholding the values of the University, namely Tradition and Excellence, which have been translated, as of the 2020 Rector's term of office, into the motto 'Culture-Science-Innovation since 1581'.

## STRATEGIC PRIORITIES



## **OUTSTANDING GRADUATES**

**for the current and future challenges of society**



Babeş-Bolyai University offers degree programmes in all major fields of science in a multicultural and religiously diverse environment, providing its graduates with the skills and knowledge that enable them to actively and innovatively engage with the challenges of today's society.

Strategic objective	Specific objectives	Action lines
High-quality education for all, tailored to the challenges of present and future society	Innovative degree programmes in major fields of study at national/international level	New degree programmes
		Transversal skills acquired by students
		Practicum
	Research-based education	Adequate educational infrastructure
		Multi-/inter-/trans-disciplinary approach
		Specific educational processes/methods
	Multicultural and multi-denominational environment	Interaction between the cultures associated with the lines of study; domestic integration through multilingualism
		International inclusion
		Interfaith dialogue



Strategic objective	Specific objectives	Action lines
Cooperation for performance	Academic Schools Network	Pooling resources
		Networking with relevant international players in the relevant fields
	STAR-UBB-N multilevel network in association with Academic Schools	National and international conference participation
		Fostering multi/inter/trans-disciplinary academic activities

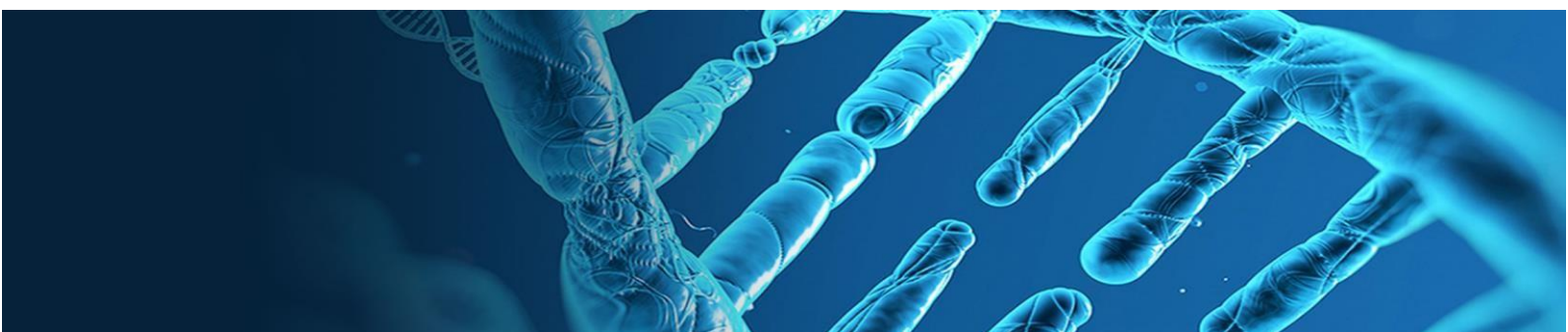


## **EXCELLENCE in research-development- innovation activities**



Babeş-Bolyai University places scientific research, including development and innovation, at the core of education and its relationship with society, aiming to consolidate its position among world-class universities.

Strategic objective	Specific objectives	Action lines
<b>RDI activity in both traditional and multi/inter/trans-disciplinary subject areas</b>	<b>Research performance of the academic community</b>	Grants, awards for outstanding RDI activity
		Unrestricted online access to specialised literature
		Workshops around academic writing, grant/project writing
	<b>Adequate infrastructure to underpin research performance</b>	Supporting RDI units and research strategic infrastructure
		Innovative projects
		Access to grant funding
	<b>Research evaluation guided by CoARA principles</b>	Research evaluation processes, criteria and tools
	<b>Developing doctoral schools</b>	European doctorate
		Postdoctoral programmes





## **PARTNER OF EXCELLENCE in societal development**



UBB seeks to consolidate its role as a partner of excellence in the development of society by supporting all aspects of its relationship with society, thereby reinforcing its existing high-quality and innovative relationship.

Strategic objective	Specific objectives	Action lines
Active leadership in society	Programmes and units to connect with the social and economic environment	Programmes for the community
		Units for the community
	Community access to UBB premises	Public spaces
		Public events
	UBB-Cultural	Partnerships with local, national, international cultural institutions
		Social and cultural initiatives in the community
		Cultural identity



Strategic objective	Specific objectives	Action lines
UBB: interface between science and society	Technology and knowledge transfer	Entrepreneurship and innovation
		Scientific research in partnership with socio-economic actors
		National academic architecture
	A key player in rethinking national education policies	The idea of University
		Flagship programmes to support Romanian universities in their bid for international recognition



## PURSUING EXCELLENCE through international collaborations



UBB sets out to be an active voice in promoting the world-class model at European and international level.

Strategic objective	Specific objectives	Action lines
Responsible internationally oriented education and research of excellence	Incoming and outgoing mobility of academic community members	Partnerships with institutions involved in education, research and other socio-economic actors
		Projects and programmes carried out in collaboration with institutions from other countries
		Educational marketing
		Inclusion of international students
		University alliances, associations and networks
	The international status of the University	International alumni



**ETHICS**  
**as a foundation for**  
**EXCELLENCE**



As an institution committed to developing and implementing national, European and universal values, diversity and difference, UBB has built ethical standards into a cross-cutting mechanism, alongside excellence, sustainability, entrepreneurship, and its people-centred approach.

Strategic objective	Specific objectives	Action lines
Ethics – a cross-cutting mechanism	Reinforcing the role of the Ethics Committee at UBB	Extension of the remit of the Ethics Committee under the new higher education law
	Ethics Committee – institutional partner	Implementing international practices in matters of ethics
		Guidance on how to avoid ethical misconduct, with a focus on prevention and disciplinary action only as a last resort
		Analysis and recommendations on research ethics courses
		Reinforcing the role of the university Ombuds as a mechanism for arbitration and conflict resolution in ethically sensitive matters



## **Building EXCELLENCE on HUMAN RESOURCE DEVELOPMENT**



UBB seeks to support and develop human resources as  
a pillar of institutional excellence.

Strategic objective	Specific objectives	Action lines
People come first	Competent staff	<p>In-house grants and awards for professional performance</p> <p>An increase in the income of UBB employees</p> <p>Supportive working conditions</p> <p>The Individual Career Plan is further implemented</p> <p>Professional development courses/programmes for the UBB community</p> <p>We support personal development</p>
	Students – active members of the UBB community	<p>Involvement in the inner workings of the university through institutional mechanisms</p> <p>Inclusion in international structures</p> <p>Services for students</p>



Strategic objective	Specific objectives	Action lines
A university for all	A culture that promotes diversity, equity and inclusion	Access for people with disabilities
	Affiliation with the UBB community	An environment promoting the acknowledgement and consideration of diverse approaches, styles, perspectives, and experiences
		Members of the UBB community are treated fairly, enjoy mutual respect, are interconnected, and are committed to achieving and maintaining high standards of work performance
		Building the alumni network

Carpații Orientali de-a lungul unei suprafețe Benioff  
u înclinare de 60-65°  
de subducție relict (încheiat în urma cu 8-10 milioane  
abducere a Vorlandului carpatic sub Carpații Orientali  
tune de litosferă oceanică a fost consumat  
eserice au intrat în coliziune



## **PROFICIENT MANAGEMENT as a prerequisite for EXCELLENCE**



Better university management, as a way to support and guide everyone's efforts towards achieving our goals, is a top priority for UBB.

Strategic objective	Specific objectives	Action lines
Efficient administration management	Administrative innovation	Redesigning and streamlining workflows, with a view to simplified and less bureaucratic operations
		Auditing existing space
	Optimisation of existing spaces	Optimising space utilisation
		Further implementation of previously adopted measures
	Digital transformation	Teaching and research activities powered by technology and digitalisation
	Eco-friendly sustainable university	Further implementation of previously adopted measures within the UBB Goes Green programme



Strategic objective	Specific objectives	Action lines
Financial policy in line with the sustainable development of the University	Solid financial support from the socio-economic environment	Diversification of funding sources
		Services to third parties

