
Internationalization Strategy of Lucian Blaga University of Sibiu for the period 2025–2034

1. Introduction

The Internationalization Strategy of Lucian Blaga University of Sibiu (STINT) for the period 2025–2034 is correlated with the framework strategy of ULBS for the period 2025–2034 and with the University Charter. In this respect, STINT aims to specify **the mission of education and advanced research** assumed by ULBS through its Charter, as well as the principles and values on which ULBS relies in the framework strategy for fulfilling this mission.

At Lucian Blaga University of Sibiu, the following pillars reflect the university’s vision regarding international openness and the promotion of academic excellence:

1. **International mobilities**, aimed at expanding opportunities for learning and professional development;
2. Participation in **European University Alliances** and other **transnational academic networks**, with the purpose of strengthening multilateral cooperation and promoting shared educational goals;
3. **Strategic partnerships and bilateral collaborations**, designed to reinforce inter-institutional relations and enhance the university’s global visibility;
4. **Recruitment of international students**, as a way of fostering cultural diversity and promoting an international campus at the local level;
5. Development of **international academic programs and curricula**, aligned with international academic standards;
6. Support for **international-level research and innovation**, to ensure for ULBS a significant position among global providers of education, science, and skills development.

Each of these pillars is supported by specific measures and initiatives, designed to ensure the sustainable internationalization of ULBS and to contribute to long-term institutional development.

2. International Mobilities

Overview

A significant aspiration of Lucian Blaga University of Sibiu is the improvement of the academic and professional experiences of students and teaching staff, by offering a diversified portfolio of international mobility opportunities. Equally important is the continuous concern for increasing the satisfaction of incoming international students and academic staff, by ensuring a favourable learning environment with benefits throughout their stay on the University campus.

Objectives

- increase the attractiveness and accessibility of all types of Erasmus+ mobilities for students, teaching staff, and administrative staff;
- facilitate the digitisation of mobilities, through the use of online tools and platforms;
- respond to project initiatives launched by the National Agency for Community Programmes in the Field of Education and Vocational Training (ANPCDEFP);
- promote internationalisation at home for students as well as teaching and administrative staff;
- identify and access alternative funding sources at national and international level (including Erasmus+, CEEPUS, EEA Grants, etc.), to support academic mobilities and increase institutional capacity to develop strategic projects and initiatives aimed at stimulating the active participation of students, including those with fewer opportunities, as well as teaching and administrative staff, in international networks of academic cooperation.

Measures

- run an Erasmus+ online promotion campaign using testimonials with engaging content;
- organisation of Erasmus+ mobility events for students enrolled in bachelor, master and doctoral programmes, with the purpose of informing and motivating them to take part in such mobilities;
- creating a Mobility Ambassadors Programme, by involving former Erasmus+ participants

and members of the Erasmus Student Network (ESN) as mentors and promoters of intercultural exchange;

- facilitating access to the Erasmus+ mobility application process through digital platforms and tools;
- organising information sessions (both in person and online) for all stages of the mobility process;
- organising support sessions for student mobilities, offering personalised assistance for the application process;
- increasing the weight of results obtained through STA/STT mobilities in the evaluation processes of teaching activities;
- creating job-shadowing opportunities in collaboration with strategic international partners;
- organising summer/winter schools in collaboration with partner institutions;
- organising ‘horizontal’ mobility events to share experiences and encourage peer learning;
- launching new initiatives to support the socio-cultural and linguistic integration of outgoing and incoming students and staff;
- facilitating the participation of ULBS students, teaching staff, and administrative staff in Blended Intensive Programmes (BIPs);
- annually organising the International Week (iWeek) at ULBS, to host teaching and administrative staff from universities abroad and to constantly expand the institution’s network of international contacts and partnerships.

3. European University Alliances and Transnational Academic Networks

Overview

ULBS aims to strengthen its internationalisation process through active participation in European alliances and transnational academic networks, such as the FORTHEN Alliance and the European University Association (EUA), of which ULBS is a member. The University supports the development of integrated study programmes, leading to joint or double degrees, as well as mobility and research initiatives within the cooperation structures in which it participates. Involvement in thematic working groups and collaborative laboratories is also a priority of the University. ULBS

also promotes and hosts events organised at alliance level, in order to encourage academic and intercultural exchange.

Objectives

- consistently promote the FORTHEM Alliance and encourage active participation of the ULBS academic community in international events organized under its aegis;
- development and implementation of joint study programmes, research projects and mobility schemes, in collaboration with the member universities of the Alliance;
- active involvement in thematic working groups and FORTHEM laboratories to strengthen interdisciplinary collaborations and foster innovation;
- expanding institutional capacity by utilising the material infrastructure, digital platforms, and mobility resources provided within the FORTHEM Alliance;
- identify new internationally prestigious professional and/or disciplinary networks and integrate ULBS into them (e.g., the ARCHE/RCH network);
- capitalise on consortium partnerships in order to access European funding opportunities and increase the visibility of ULBS within the European Higher Education and Research Area;
- support inclusive participation by promoting access to mobility and collaboration initiatives within alliances for groups with lower participation rates in international student and staff mobility.

Measures

- consolidating efforts to implement the FORTHEM Strategy in order to increase the attractiveness and competitiveness of the alliance at regional level;
- continue the “ULBS – FORTHEM partner” campaign across all nine faculties, to inform and encourage the involvement of the university community;
- representing ULBS within the FORTHEM Student Council;
- organising, promoting, and participating in FORTHEM themed events, aimed at facilitating collaboration in education and research, by linking faculty academic priorities with ongoing initiatives and expertise within the alliance;
- developing joint and double-degree study programmes in partnership with FORTHEM

member universities;

- facilitating student and teaching staff access to short-term mobility, international events and applications for co-operative projects;
- piloting a mentoring programme for students and teaching staff with limited experience in participating in FORTHEM Alliance activities, by facilitating contact with more experienced colleagues, in order to stimulate mobility participation and support inclusion;
- participation in FOR EU Subgroup activities;
- closer collaboration with other internationalisation groups within the European alliances, as well as with the working group of the European Universities in Romania.

4. Strategic Partnerships and Bilateral Collaborations

Overview

Lucian Blaga University of Sibiu reaffirms its commitment to expanding strategic partnerships and bilateral collaborations with prestigious universities worldwide to strengthen academic excellence. The institution promotes innovative initiatives, such as *team* teaching, to foster intercultural learning and collaboration between academics from different academic spaces. The active participation in international events and the organisation of joint actions contribute to knowledge transfer and the continuous integration of the international dimension within the university environment.

Objectives

- identifying new partners, both within the European Union and beyond, in order to establish collaboration agreements and strategic partnerships;
- increasing and diversifying the number of partnerships with universities included in the global top 500 (ARWU/ QS/ THE), with emphasis on higher education institutions in the United States of America, Canada, Australia, Japan, and China;
- developing Collaborative *Online* International Learning (COIL) and team teaching activities in co-operation with teaching staff from universities abroad;
- facilitating study abroad opportunities for ULBS students, in line with the strategic

framework of the European Education Area (EEA);

- promoting the recognition and equivalence of competences and qualifications at European level, through the consolidation of European diplomas and the development of a new diploma model in Vocational Education and Training (VET), which can thus contribute to strengthening university alliances and centres of excellence in vocational training, in line with the strategic objectives of the European Union of Skills and the STEM Education Strategy;
- supporting initiatives carried out by DAAD, Fulbright, AUF, the Confucius Institute, and the UNESCO Chair.

Measures

- developing an action plan to maximise the potential offered by international academic fairs, virtual matchmaking events, “Study in Romania” initiatives and other diplomatic networks, in order to identify academic partners worldwide;
- designating experts (teaching staff) in the field of international Erasmus+ partnerships for EU and non-EU countries, responsible for initiating and maintaining active Inter-Institutional Agreements (IIAs) and other types of co-operation agreements with universities from all regions, with a view to integrating them into the Erasmus Without Paper (EWP) platform;
- initiating collaborations with Romanian public institutions involved in the process of internationalisation (e.g., the Romanian Cultural Institute, the Department for Romanians Abroad, the Institute of the Romanian Language) to facilitate ULBS’s access to international academic networks;
- carrying out pilot projects in partnership with institutes and organisations in the diaspora, in order to facilitate the creation of academic networks and cultural exchange programmes;
- inviting international partners to participate annually in the ULBS International Week, in order to consolidate long-term collaborations and institutional visibility;
- active participation in international academic networks and on international education platforms, to strengthen the institutional presence in the international environment;
- involvement in strategic internationalisation events organised under the aegis of UEFISCDI,

CNR, and/or ANPCDEFP;

- developing partnerships with the private sector to facilitate placement programmes and support the increase of employability.

5. Recruitment of International Students

Overview

Lucian Blaga University of Sibiu expresses its intention to strengthen its international presence by expanding its academic offer with programmes taught in foreign languages. The institution aims to diversify recruitment sources and improve the overall experience of international students by offering specialised courses and services for community integration. ULBS thus seeks to create an attractive and welcoming environment that supports the academic success and socio-cultural adaptation of international students.

Objectives

- increase the international visibility of ULBS by positioning it as a modern, accessible, and trustworthy university;
- to promote ULBS's academic offer and facilities in order to attract international students;
- diversifying recruitment channels and increasing the number of international students enrolled at ULBS;
- ensuring a positive academic and cultural experience for international students;
- promoting the Romanian Language Preparatory Programme as a support tool for the academic and social integration of international students;
- creating an international alumni network of ULBS;
- implementing institutional policies of diversity, equity, and inclusion in all internationalisation-related activities;
- encouraging collaboration between local and international students, through joint academic activities and extra-curricular initiatives.

Measures

- identifying regions with high recruitment potential (South-East Asia, the Middle East, Africa, Central and Eastern Europe);
- translation of regulatory documents on the admission process into widely spoken international languages;
- development of new study programmes taught in widely spoken international languages (English, French, German) to attract foreign students;
- creating a support community dedicated to international students enrolled at ULBS;
- initiating an integration programme including tutoring, extracurricular activities, psychological and social support tailored to the needs of international students;
- generating a digital promotion portfolio aimed at international students, bringing together visual and informative tools about ULBS (e.g., videos, brochures, and FAQ sections);
- developing strategically targeted international promotion campaigns, using digital platforms, social networks, and virtual fairs, highlighting the strengths and success stories of ULBS;
- creating an International Student Guide at ULBS;
- collaborating with international recruitment platforms to promote ULBS programmes;
- participating in international education fairs, both in physical and online format;
- organising intercultural events on the ULBS campus (festivals, international weeks, thematic workshops, etc.) to support the integration of international students and promote Romanian culture and traditions;
- establishing partnerships with international educational agencies and embassies, to promote ULBS in countries of origin with high recruitment potential;
- drafting a targeted communication plan for the Romanian diaspora, in collaboration with embassies, consulates, and Romanian schools abroad.

6. International Academic Programmes

Overview

To strengthen the international dimension of its study programmes, Lucian Blaga University

of Sibiu aims to diversify its educational offer through the development of programmes taught in English and/or with double degrees, aligned with international trends in both academia and the labour market. The University supports internationalised learning environments through joint projects, summer schools, and mobilities, while promoting interdisciplinary and intercultural competences. ULBS will also strengthen partnerships with international actors from the academic and business sectors for co-creating relevant curricula, and will encourage the use of digital tools for international collaboration and extended access to global expertise.

Objectives

- diversify the academic offer through the development of double-degree programmes and courses taught in English;
- support the development of new study programmes in international languages, focusing on areas of interest for international students;
- ensure an international learning environment for ULBS students through their participation in projects, intensive modules, summer schools, and mobilities;
- integrate interdisciplinary and global perspectives into study programmes, to develop students' critical thinking and intercultural competences;
- expand partnerships with international institutions and the business sector, to co-create globally relevant study programmes;
- efficiently integrate digital educational resources to facilitate international exchanges and access to global-level expertise.

Measures

- encouraging the development of study programmes in English, including specialised courses attractive to bachelor's, master's, and doctoral students across ULBS's nine faculties;
- promoting opportunities for *internationalisation at home*, to encourage Romanian students' participation in international projects, courses, and extracurricular activities, fostering intercultural exchange and global awareness on campus;
- supporting initiatives within the European networks and alliances of which ULBS is a member, in line with European priorities, such as joint/European degrees, micro-

certifications and micro-credentials, to contribute to mutual academic recognition and expand mobility opportunities;

- adapting the educational offer to the requirements of the international labour market, through periodic updates of curricula, based on consultations with multinational employers and other relevant actors, to prepare graduates in accordance with international professional standards;
- diversifying elective courses in international languages to provide students with a flexible and internationally oriented academic path;
- promoting study programmes through international recruitment networks and academic partnerships, to increase ULBS's visibility at the international level;
- conducting market analyses, in collaboration with the Directorate of Communication, Public Relations, and the Academic Programmes Promotion Directorate to gather data on international students' interests and identify priority areas for new English-taught programmes;
- supporting the annual organisation of Erasmus+ Modules for incoming students;
- integrating virtual mobility options, through online courses within BIP (Blended Intensive Programmes) or COIL (Collaborative Online International Learning) projects, to expand students' access to international experiences;
- encouraging student participation in international Erasmus+ projects and interdisciplinary collaborations to enrich their academic experience;
- developing collaborative internship and mobility programmes with partner institutions and the business sector to provide concrete international exposure with applied results;
- organising virtual laboratories, webinars, and lectures by international guests to bring global expertise directly into ULBS classrooms.

7. International Research and Innovation

Overview

Through the International Relations Directorate (DRI), ULBS will promote the internationalisation of the institution's research and innovation activities, aimed at increasing the University's visibility internationally and ensuring its strategic involvement in globally recognised

academic networks. The Directorate will support such initiatives by centralising relevant opportunities and events, as well as by encouraging collaboration within the FORTHEN Alliance and other transnational academic networks.

Objectives

- increasing the international visibility of scientific results achieved by ULBS researchers;
- facilitating access to information on international research funding sources and the implementation of Open Science policies across all academic structures;
- enhancing collaborations between ULBS researchers and those at partner universities, especially through participation in FORTHEN laboratories and work packages;
- joining prestigious international academic networks that support the establishment of long-term research and innovation consortia and partnerships;
- developing and expanding international cooperation with educational and research institutions, public authorities, and economic and cultural organisations involved in European education and training programmes;
- supporting institutional mechanisms that incentivise researchers to coordinate or collaborate on Horizon Europe projects (including Marie Skłodowska-Curie Actions – MSCA), Erasmus+ KA2, KA3, and Capacity Building projects;
- informing teaching staff and researchers about Erasmus+ funding calls and deadlines;
- supporting international initiatives in research, innovation, and knowledge transfer carried out through SSCDI, CTC, EduHub, in collaboration with international partners, to stimulate the launch of collaborative projects.

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- promoting ULBS-organised international conferences through digital channels and European academic networks;
- concluding co-operation agreements (MoU) with research-oriented institutions;
- signing inter-institutional agreements (IIA) with prestigious institutions focused on research and innovation;
- organising periodic information sessions on Erasmus+, MSCA, and other funding

- opportunities of interest to ULBS researchers;
- supporting the organisation of training sessions on research project management and scientific collaboration;
 - developing a database within the FORTHEN Alliance to map scientific competences and stimulate international research collaboration;
 - promoting opportunities for collaboration on international projects with FORTHEN partners and other academic networks;
 - supporting initiatives to attract Romanian researchers from the diaspora;
 - hosting international researchers and teaching staff to strengthen academic exchanges and cooperation in CDI activities;
 - developing an Open Science infrastructure to leverage ULBS research results within the FORTHEN community and promote the dissemination of data according to FAIR principles (Findable, Accessible, Interoperable, Reusable);
 - organising annual international events (e.g., workshops, matchmaking meetings, project-writing sessions) dedicated to research and innovation, bringing together representatives from academia, industry, and relevant funding bodies.