



**RESEARCH STRATEGY
OF THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
for the 2022-2030 period**



CONTENTS

CHAPTER 1	
BASIS OF THE RESEARCH STRATEGY	3
CHAPTER 2	
COMPONENTS OF THE RESEARCH STRATEGY	9
2.1 Vision, mission, values in the field of research.....	9
2.2 Strategic research objectives	10
2.3 Strategic research options.....	10
2.4 Resources.....	18
2.5 Competitive advantage	21
CHAPTER 3	
IMPLEMENTATION OF THE RESEARCH STRATEGY	23
3.1 The context of implementing the strategy	23
3.2 Schedule of strategy implementation	23
3.3 Institutional actors and responsibilities in implementing the strategy	27



CHAPTER 1

BASIS OF THE RESEARCH STRATEGY

The Bucharest University of Economic Studies (BUES), a university of advanced research and education with more than 108 years of existence, is today the leader of higher economic education and public administration in Romania and Southeast Europe. Our university is a transparent, competitive, and responsible public institution, involved in the economic and social environment, able to offer solutions relevant to the requirements of the labor market, responding to the current challenges of human knowledge and action.

The Research Strategy of the Bucharest University of Economic Studies for the 2022-2030 period aims to formalise the aspirations of our university community related to achieving excellence in research and, implicitly, in the quality of all academic programs, by capitalising on existing resources, by attracting new resources, and by strengthening the partnership with the economic and social environment and with the international relations of our university.

The strategy confirms and intensifies our commitment to the current trend of international research, as well as the determination to conduct high-impact research in society in general and in the economic sciences, in particular, to the highest standards. Through this strategy, we aim to confirm the good positions in the international rankings and the leading position in higher education and research in the economic field in Romania. Thus, the vision of our university is the affirmation of the Bucharest University of Economic Studies as one of the leaders of research in economics, business administration, information and communication technology, administrative sciences, legal sciences, philology, and sociology, in Central and Southeast Europe, contributing to the achievement and development of the smart, competitive and sustainable economy, and efficient public administration. This vision is based on promoting a genuine culture of quality, creating, disseminating, and capitalising on cutting-edge knowledge, on the proactive involvement of all members of the university community, and on promoting functional, efficient, and beneficial partnerships at national and international levels.

BUES' mission in the field of research is to carry out advanced, fundamental, and applied research activities, as well as innovation in the fields of social sciences, economics, business administration, information and communication technology, contributing to the creation, improvement, and application of knowledge, stimulating creativity, encouraging innovation, and solving concrete problems of the economy and society, as well as achieving a competitive and sustainable economy.

In order to develop the research strategy of BUES, a series of analyses were performed at different levels: European, national, and at the level of higher education institutions.

BUES' research strategy, as a European university, starts from the research guidelines at the European Union level. Research-innovation is one of the main topics on the European Union's agenda, and investments in this field are considered to be investments in the future of Europe. Through its support in this field, the European Union seeks to encourage cooperation

between research teams from various countries and sectors, which is essential for achieving revolutionary discoveries. Thus was born the largest research and innovation program launched by the European Union - "Horizon 2020" - with a budget of about 80 billion EUR available over a period of more than 7 years (2014-2020), to which were added funds from private investments. The launch of the Horizon Europe Strategic Plan sets out strategic guidelines for investment in research and innovation for the 2021-2027 period and acts as a compass to meet the European Commission's political priorities, with a focus on a climate-neutral Europe and the use of green energy, suitable for the digital age, in which economies work for people.

The analysis of strategic documents adopted at national level in Romania, as well as in other European countries, such as: the United Kingdom, Germany, France, Italy, Spain, Austria, Poland, Czech Republic, Slovakia, Hungary and Bulgaria, illustrated that this system depends on a good collaboration between government institutions, academia, research institutes and technology organisations, companies, charities, domestic and international investors, global networks, and business partners, and that it is necessary to integrate the activity of these stakeholders.

The objectives of all analysed national strategies are linked to the strengthening of science, research, development and innovation, in order to better respond to global problems, but also to achieve the UN objectives of sustainable development. It is even more necessary to strengthen this field, as research and development will be essential for economic and social recovery following the impact of the COVID-19 pandemic at the national, regional, European, and global levels.

The continuation of the analysis at another level considered the study of research strategies and other research documents in universities abroad and in Romania. A total of 82 universities from all over the world were studied, including universities and schools in the economic and business field that had developed specific research strategies. The analysis was performed based on documents and information on scientific research activity available on the websites of the respective universities. Although not all universities have specific research strategies, most include information on how their research is organised and the results of their research on their websites. Where universities have developed research strategies, common elements of the structure of these strategic documents have been identified, such as: context, research situation in the university, mission / vision and principles / values for the research activity, research objectives, research priorities, implementation / concrete actions, and performance indicators.

In countries such as the United Kingdom, Canada, and Australia, a large number of universities have developed research strategies, and the study of several institutional strategies in these countries (but also in other countries) has shown the existence of common elements. For example, the research *objectives* of universities, for the most part, take into account aspects such as: providing impact and benefits at different levels (global, society, industry, local community) and in different fields (economic, social, cultural, educational, environmental, medical); conducting research of excellence (with reference to research areas that can be very narrow, specific research areas or interdisciplinary and multidisciplinary areas); developing a culture of university research and / or an innovation ecosystem. Other common elements refer

to the *values* and *principles* that govern research, and among them the universities mentioned the following: quality / excellence research; integrity and ethics in conducting research; internal, external, and international research collaboration and partnerships; research with social, economic, cultural impact; investments in people (attracting, retaining, developing, and rewarding researchers).

The research priorities of universities worldwide come in two forms, namely:

- a) *ways of conducting research*, where we find: collaboration, creativity, careers, financial support, infrastructure, research centers, impact;
- b) *priority research areas and topics*, which are diverse for interdisciplinary universities, with many fields of study and research, the major groups of topics of interest for several universities including: biotechnology, biodiversity, environment; alternative energies, energy policy; public health, epidemiology, healthcare, cancer, immunity, e-health; governance, public policies, economic analysis, economic modeling; democracy, justice, equality, racism; digital technologies, machine learning, artificial intelligence.

There are also similarities in the *ways of implementing* research strategies, focusing on the following actions: investing in research talent (recruitment, retention, support, awarding of researchers) at all stages of the career (early career, established researchers); research collaboration (research hubs; interdepartmental, national, international research, industry, and academia); investments in research infrastructure (physical and digital), research institutes. Among the main concrete actions or *directions of action* in research (easily assimilated with the implementation part of the research strategy) were found aspects similar to the previous ones, but also new ones, such as: strengthening research structures (centers of excellence in research, academy of competences); management and coordination of the research activity at all levels (university, community, industry, national, global); creation and development of research capacity (investments in people and research infrastructure); managing the workload for the teaching activity of teachers in order to provide time for research; the development of a research culture at university level.

Universities also include *performance indicators* in their strategic research plans and they have focused on issues such as: positions in national and international research rankings; research revenues (total size and share of total revenues); research staff (number of researchers, number of doctoral students, percentage of staff involved only in the research activity); research results (number of articles published in indexed journals; number of articles with co-authors from other departments, other universities, other countries, non-academics; number of citations per article); the productivity of the research activity in the last 3 years.

The analysis of the research strategies and strategic documents of the universities in Central and Southeast Europe highlighted the fact that they include a series of specific elements, the most important of which are the research and development *objectives* that most frequently consider training of human resources for research and development, transfer of research results to the economic and social environment, intensification of international collaborations in the field of scientific research, and integration of universities in relevant research consortia nationally and internationally. At the same time, their *principles and values* focus on research ethics, international cooperation in scientific research, freedom of research and thought.

The strategic options / modalities of action / directions of action / measures provided in the strategies / strategic documents of the universities of Central and Southeast Europe are focused on the following aspects: development of the research activity within the university, realisation / improvement of the infrastructure for scientific research, the human resources involved in scientific research, integration of their own research activity in international networks / projects / programs. The *performance indicators* focus on the actual research activity (volume and number of research contracts, number of teams), human resources involved in research (number of PhD students and researchers), research results (articles, patents), and internationalisation of research.

The analyses showed that some of the Romanian universities have developed research strategies that have, as an element of specificity, the aspiration of important universities to rank among the top 500 in the world. At the same time, the strategic objectives of Romanian universities in the field of research are most frequently aimed at: increasing performance in scientific research; development of research infrastructure at university level; transfer of research results to the economic and social environment; having the human resources for the scientific research activity.

The analysis of the strategic documents of some higher education institutions specialised in economics and business or of independent business schools has some peculiarities, namely: a clear orientation toward excellence and competitiveness; aiming at superior positions in the international academic rankings or in the tops of some associations or business publications; promoting close collaboration with the business community and society at large; seeking research topics that address global or regional socio-economic issues, with a focus on sustainability, digitalization, innovation, equity, non-discrimination; encouraging the entrepreneurial spirit of the students and supporting them in the practical activity, in order to train them as future managers or specialists, but also by capitalising on their creativity and direct involvement in the research or consulting projects of the university.

The analysis carried out at the BUES level took into account two aspects: the *diagnosis of the external viability potential of BUES in the research field* and the *diagnosis of the internal viability potential of BUES in the research field*.

The analysis of the external viability potential of BUES in the research field was made based on the objectives and strategic options assumed by the Bucharest University of Economic Studies through the 2020-2030 Strategy, the section dedicated to research, and taking into account the preliminary version of the National Strategy for Research, Innovation and Intelligent Specialization 2021-2027, the National Recovery and Resilience Plan, and the Horizon Europe 2021-2027 programmatic document. Three major factors have been identified that condition the opportunities and threats specific to BUES' research activity, namely:

- a) The first factor is the degree and speed of adaptation of the university to the change in the architecture of the research system in Romania. Starting from the Policy Support Facility (PSF) exercise and the National Recovery and Resilience Plan, the policy maker will intervene with public policies in the field of research-innovation, aiming, among others, at scientific results and ways of reporting, human resources, and career development in research, the integration of research between universities and other research entities.



- b) The second factor is the evolution of the European Research Area (ERA) and the expected major changes at the European level. The ERA architecture is based on a new vision transposed into the following strategic objectives, namely: prioritising investment and reform by accelerating green and digital transformation and increasing competitiveness, as well as the speed and depth of recovery; improving access to excellence; translating the results of research and innovation into economics; expanding the ERA by continuing to make progress on the free flow of knowledge in a modernised, efficient and effective research and innovation system.
- c) The third factor is the National Strategy for Research, Innovation and Intelligent Specialization 2021-2027, which will be operationalised through the National Plan IV and through the Operational Program for Intelligent Growth, Digitization and Financial Instruments (POCIDIF).

The analysis of BUES' internal viability in the research field focused, on one hand, on identifying the place of research in BUES' overall strategy and the main achievements of the institution in the field of research, and on the other hand, on teachers' opinions on the research activity (questionnaire-based survey). The scientific research activity is a priority area for BUES, the development of scientific research being one of the strategic priorities of the university. The strategic objectives set by the BUES Strategy for 2020-2030 aim to increase the visibility and recognition at national and international level, in order to increase the degree of international interconnection and integration in research networks of excellence, for the creation of an appropriate framework for scientific research, for the diversification of funding sources, for the scientific research activity and for the stimulation of innovation and the affirmation of BUES as a source of scientifically grounded solutions for the major problems of the economic and social environment.

Among the main achievements related to the research activity of BUES in recent years are the following:

- a) The very good positioning of BUES in international rankings, where the research component is important and based on articles published in journals indexed in the Web of Science and / or Scopus (Times Higher Education and QS World University Rankings) and on the visibility and impact of research (measured by citations). These articles provide international visibility to the research.
- b) The organisation of international conferences (18 in 2020) by the faculties and departments, and the publication of journals indexed in international databases (25 journals with international recognition, in 2020, of which 4 are indexed in the Web of Science (*Amfiteatru Economic; Economic Computation and Economic Cybernetics Studies and Research; Tribuna Juridică – Juridical Tribune and Management Research and Practice*), which attract researchers from abroad and/or create dissemination platforms for research conducted internationally.
- c) Increasing the productivity of research in terms of articles indexed in the Web of Science and books published by prestigious international publishing houses. For example, approximately 66% of the articles published in journals indexed in the Web of Science in 2020 were published in journals edited abroad.



- d) Implementation of 40 research projects in 2020 that provided a funding volume of 11,223,231.90 lei, contracts funded by various national and international programs. It should be noted that the number of internationally funded research projects is low (only 8 in 2020). The analysis of the evolution of research project funding reveals an increase in the share of project funding from public sources (PNCDI and POCU) and a decrease in the share of research contracts with the private sector.
- e) The existence of 24 research centers in BUES, which have an important role in the development, promotion, and dissemination of research results, in increasing visibility, and in the development of research teams in specialised fields, in which doctoral students are also involved.
- f) The existence of 10 doctoral programs that are managed by 11 doctoral schools organised at faculty level within the university and that attract doctoral students from Romania, but also from other countries (Germany, USA, Great Britain, Iraq, Iran, Turkey, Tunisia, Azerbaijan, Israel, etc.). At the IOSUD level, at the end of the 2020-2021 academic year, there were 960 PhD students under the coordination of 208 doctoral supervisors.
- g) There is an internationalisation strategy at the BUES level, developed for the 2016-2027 period, in which directions of action are envisaged to ensure greater internationalisation of university studies organised within the university, including doctoral studies. Thus, in our university, more than 35% of doctoral students have completed a training course abroad or another form of mobility.

The strategic recommendations for the BUES' scientific research that are to be operationalised in the next period, are the following:

- Increasing efforts to publish articles in the Web of Science, the Core Economics area, so that the results of scientific research contribute significantly to improving the position of the university in international rankings.
- Approaching scientific research in areas relevant to the context of Industry 4.0, such as: economic sustainability, climate change, circular economy, artificial intelligence, cyber security, food security, green energy, robotics, augmented / virtual reality, adaptive learning, quantum computing, and new relevant economic models.
- Participating in transnational research networks.
- Establishing an ethics commission for scientific research in order to issue ethics visas to researchers who need these elements to conduct research and publish results. This commission must be independent and operate at the level of the entire university.
- Joining a European Digital Innovation Hub (EDIH) within the Bucharest-Ilfov region in order to carry out innovative activities. The European Commission will designate an EDIH for each development region in Romania. Membership to an EDIH is important for access to funding for innovation.
- Participating in the implementation of the priorities of the National Recovery and Resilience Plan for the research sector.
- Diversification of research funding sources by increasing the share of private sources and internationally funded research projects.
- Development of the infrastructure for the research activity both in terms of its physical component (rooms, laboratories, computers, equipment) and software.

CHAPTER 2

COMPONENTS OF THE RESEARCH STRATEGY

In developing the strategy, the potential of BUES in the field of research, the existing strategic documents at the European and national level, but also the need for research in our university to meet the real needs of the Romanian society and economy were taken into account. The strategy was developed to provide the institutional research framework to support *the BUES University Management Program for 2020-2024* and the implementation of strategic options on strengthening excellence in scientific research and innovation of *the BUES Strategy for 2022-2030*.

2.1 Vision, mission, values in the field of research

Vision

The Bucharest University of Economic Studies aims to establish itself as one of the leaders in research in economics, business administration, information and communication technology, administrative sciences, legal sciences, philology, and sociology, in Central and Southeast Europe, contributing to achieving and developing a smart, competitive, and sustainable economy and ensuring an efficient public administration.

Mission

The Bucharest University of Economic Studies undertakes advanced, fundamental and applied research, as well as innovation in the fields of social sciences, economics, business administration, information and communication technology, contributing to the creation, improvement and application of knowledge, the stimulation of creativity, the encouragement of innovation, and solving concrete problems of the economy and society, including achieving a competitive and sustainable economy.

Values

The values that guide the BUES academic community in fulfilling its vision and mission for research are the following:

- *Professionalism* – the orientation toward *excellence* and the rigorous execution of the research activity.
- *Responsibility* – taking responsibility, ensuring credibility, accepting the consequences of one's actions.
- *Dedication* – passion for scientific research and involvement in this activity.
- *Integrity* – devotion to truth, honesty, glory, and honor, conducting research at the highest standards of ethics and integrity.



- *Freedom of thought* – establishing research topics, choosing methods, conducting research, and capitalising on results in accordance with the interests / training / thinking of researchers and our university, without other restrictions except those of an ethical nature.
- *Recognition of value* – appreciation of the merits of university community members with outstanding results in research and ensuring optimal conditions for their professional development.

2.2 Strategic research objectives

The Bucharest University of Economic Studies aims to reach a set of objectives in the field of research, which contribute to the achievement of the fundamental objectives of our university, as found in the BUES Development Strategy for 2020-2030. When choosing these objectives, we started from the research objectives that were taken into account in the BUES Development Strategy for the 2020-2030 period, which, by deepening and completion, includes the following strategic research objectives:

1. The strengthening and development of the human resources potential for research and development, by having valuable teachers and researchers and a research culture in BUES.
2. The creation of an adequate logistics system for the optimal development of scientific research, by ensuring the sustainable infrastructure of the scientific research and innovation process in BUES.
3. The creation and development of transnational cooperation networks in the field of scientific research of excellence, together with prestigious universities at the international level and increasing the visibility and scientific recognition of BUES at the European and global levels.
4. The stimulation of innovation and the asserting of BUES as a pole of scientifically grounded solutions to the major problems in the economic and social environment.
5. The strengthening of excellence in scientific research and innovation at the doctoral studies level and training of young researchers.

2.3 Strategic research options

A strategy consists of an integrated set of strategic options that allows the organisation to position itself in its field of activity and achieve good long-term results. This also applies to partial strategies, such as the research strategy.

In order to fulfill the institutional mission and to achieve the institutional strategic objectives, and, in particular, the strategic research objectives, the Bucharest University of Economic Studies has developed a relevant number of strategic research options for each strategic research objective. The strategic research options are complemented by concrete actions and performance indicators, which have the role of supporting the process of implementing the research strategy and the established strategic research options. These are presented in Table 1.



Table 1BUES Strategic Research Options, 2022-2030

SCIENTIFIC RESEARCH					
Strategic research objectives		Strategic research options		Concrete actions	KPIs
1.	The strengthening and development of the human resources potential for research and development, by having valuable teachers and researchers and a research culture in BUES.	1.1	<i>Recruitment of valuable human resources for research and development</i>	<i>Recruitment of valuable researchers (from all career stages) from among Romanian specialists working in universities / institutes in the country and abroad</i>	<i>Number of Romanian researchers recruited from the country and from abroad</i>
				<i>Recruitment of valuable young researchers from its own graduates, doctoral students, and graduates from other universities</i>	<i>Number of young researchers recruited</i>
				<i>Recruitment of valuable researchers (from all career stages) from among foreign specialists working at prestigious universities abroad</i>	<i>Number of foreign researchers recruited from abroad</i>
		1.2	<i>Development of the research-development capacity of the staff currently involved in the research activity</i>	<i>Conducting relevant workshops to increase the skills to develop project proposals and participate in grant competitions</i>	<i>Number of workshops on drafting project proposals</i> <i>The degree of satisfaction of the participants in the workshops</i>
				<i>Conducting workshops for the dissemination of good practices in research</i>	<i>Number of workshops</i> <i>Number of participants / workshop</i>
		1.3	<i>Developing students' research skills from undergraduate, master's and doctoral programs and stimulating their participation in mixed interdisciplinary research teams</i>	<i>Creating research cooperation programs and research projects between faculties and disciplines or departments for students with research interests</i>	<i>Number of research programs in cooperation</i> <i>Number of research projects in cooperation</i>
				<i>Organising scientific sessions for students to disseminate research results</i>	<i>Number of scientific sessions for students / study cycle / faculty</i>
		1.4	<i>Creating a research-oriented culture at the institutional level</i>	<i>Supporting and financing research collaborations between faculties and between disciplines or departments</i>	<i>Number of research projects with research teams with members from several faculties</i>
				<i>Organising networking events for researchers at all levels (students, early-stage researchers, established researchers) and multi-level participation. E.g.: Economist and Professor of Economics Day, Researcher's Day, Researcher's Week</i>	<i>Number of networking events for each category of researchers and as a whole</i>
		1.5	<i>Stimulating and financing the participation of staff involved in</i>	<i>Organising training / improvement actions within the university, with specialists from</i>	<i>Number of training programs for researchers organised within the</i>



SCIENTIFIC RESEARCH					
Strategic research objectives		Strategic research options		Concrete actions	KPIs
			<i>research activities in training in the field of research (research methods, elaboration of scientific articles, etc.)</i>	<i>the university and outside the university, from the country and abroad</i>	<i>university, structured on: research levels and fields</i>
				<i>Stimulating and financing the participation of the staff involved in research in specific training activities at other universities / research institutes in Romania or abroad</i>	<i>Number of participations in training programs at other universities</i>
		1.6	<i>Promoting a team research approach</i>	<i>Logistical and financial support for research collaborations for researchers from different faculties in BUES and for interdisciplinary research</i>	<i>Number of research projects with research teams with members from several faculties of BUES</i>
				<i>Supporting the collaborations of BUES researchers with other researchers from renowned universities / research institutes in the country and abroad</i>	<i>Number of research projects with research teams with members from several faculties in the country and abroad</i>
		1.7	<i>Rewarding teachers and researchers who have outstanding contributions to research</i>	<i>Additional awarding of scientific papers published in Clarivate Analytics and Scopus journals, especially in the Q1 & Q2 quartiles in the field</i>	<i>Number of scientific papers published in the Q1 and Q2 quartiles in the field (Clarivate and Scopus)</i> <i>Percentage of publications in the Q1 and Q2 quartiles (Clarivate and Scopus) out of total publications</i> <i>Percentage of staff involved in research with publications in the Q1 and Q2 quartiles (Clarivate and Scopus)</i>
<i>Additional awarding of scientific papers co-authored with researchers from universities and research institutes abroad</i>	<i>Number of scientific papers published in co-authorship with authors from abroad</i>				
1.8	<i>Implementation of the European human resources strategy for researchers</i>	<i>Creating the conditions for ensuring compliance with the principles of the European Charter for Researchers and the European Code of Conduct for the Recruitment of Researchers</i>	<i>Dissemination (and compliance) in the BUES of the content of the European Charter for Researchers and the European Code of Conduct for the Recruitment of Researchers</i>		
2.	The creation of an adequate logistics system for the optimal development of scientific research, by	2.1	<i>Development of administrative support infrastructure for research</i>	<i>Establishment of an ethics commission for scientific research in order to issue ethics visas to researchers who need these elements to conduct research and publish results</i>	<i>The existence of the Research Ethics Commission</i>



SCIENTIFIC RESEARCH				
Strategic research objectives	Strategic research options		Concrete actions	KPIs
ensuring the sustainable infrastructure of the scientific research and innovation process in BUES.			<i>Creation of an IT portal with support resources for the elaboration of research proposals and projects, available online and accessible to all members of the academic and research community in BUES</i>	<i>The existence of the portal Number of uploads to the portal</i>
	2.2	<i>Development of the knowledge and information infrastructure for research</i>	<i>Increasing the online access to databases with scientific articles or statistical data at national and international level, and to libraries relevant for the research activity</i>	<i>Number of databases with scientific papers The newness of accessible scientific papers</i>
			<i>Access of all BUES researchers to software for advanced statistical and econometric processing and to communication software purchased at institutional level</i>	<i>Number and list of software programs for statistical analysis Software availability for all BUES researchers</i>
	2.3	<i>Providing sources of funding for research</i>	<i>Diversification of research funding sources (international, national, business environment and socio-economic environment grants)</i>	<i>Number of international grants Number of national grants Number of research contracts with the business environment Percentage of each funding source out of total funding</i>
			<i>Intensification of the activity of the research centers, in order to ensure the financial resources that will contribute to the improvement of the logistics necessary for the development of the research activity</i>	<i>The total value of the financial sources attracted by each research center</i>
			<i>Continuing the financing of research projects from BUES' own sources, based on internal competitions on research topics proposed by the economic and social environment</i>	<i>Number of research projects funded by BUES' own sources Value of research projects funded from BUES' own sources</i>
			<i>Attracting national and European funds to finance research internships in foreign universities for staff involved in research activities</i>	<i>Number of research internships at foreign universities at faculty level and at BUES level</i>
			<i>Attracting European funds for postdoctoral research grants</i>	<i>Number of European-funded postdoctoral fellowships</i>



SCIENTIFIC RESEARCH					
Strategic research objectives		Strategic research options		Concrete actions	KPIs
		2.4	<i>Development of physical infrastructure for research</i>	<i>Creation and development of spaces dedicated to research activities</i>	<i>Number of rooms dedicated especially to doctoral supervisors, researchers and doctoral students</i> <i>Number of technically equipped rooms dedicated to publicly accessible research</i>
				<i>Ensuring the necessary equipment for the research activity (computers, specific research equipment for studies in the field of marketing, merchandise, etc.)</i>	<i>Number of computers intended for research</i> <i>Number of specific equipment for the research activity</i>
		2.5	<i>Development of research centers in BUES</i>	<i>Evaluation and accreditation of BUES research centers to enter into partnerships with similar centers in European universities, including to become technology transfer centers</i>	<i>Number of accredited research centers, and under accreditation</i>
				<i>Intensifying the activity of BUES research centers to ensure the financial resources for contributing to the improvement of research logistics</i>	<i>The value of financial sources attracted at research center level</i>
		2.6	<i>Development of BUES' scientific journals</i>	<i>Supporting BUES' scientific journals for indexing in new international databases and increasing Scientometric indicators</i>	<i>Number of BUES scientific journals supported annually</i>
		3.	The creation and development of transnational cooperation networks in the field of scientific research of excellence, together with prestigious universities at international level and increasing the visibility and scientific recognition of BUES at European and global level.	3.1	<i>Development of integrated networks of cooperation and collaboration in the area of scientific research of excellence with researchers from prestigious universities at national and international level</i>
	<i>Development of new research partnerships with prestigious universities in the country and abroad</i>	<i>Number and structure of research partnerships by type of university</i>			
	<i>Intensifying the collaboration of BUES research centers with similar centers within partner universities in the country and abroad</i>	<i>Number of collaboration contracts of BUES research centers</i>			
	<i>Building joint national and international research teams in research projects</i>	<i>Number of foreign professors and researchers attracted in BUES research projects</i>			



SCIENTIFIC RESEARCH				
Strategic research objectives	Strategic research options		Concrete actions	KPIs
	3.2	<i>Increasing the role of the BUES Advanced Research Institute in carrying out research projects of excellence</i>	<i>Internal institutional revitalisation of the BUES Advanced Research Institute and the creation, within its structure, of a team of specialists to provide support in drafting research and consulting projects in this field</i>	<i>Number of information dissemination events on the BUES Advanced Research Institute Existence of the team specialised in drafting project proposals Number of team members</i>
			<i>Establishing partnerships with similar prestigious research institutes at international level</i>	<i>Number of research partnerships concluded by the BUES Advanced Research Institute</i>
	3.3	<i>Creation of national and international joint research teams within research projects</i>	<i>Enrollment of BUES researchers in international researchers' databases</i>	<i>Inventory of databases with existing researchers at national and international level Number of BUES researchers present in researchers' databases</i>
			<i>Continued institutional support for participation in joint international research teams</i>	<i>Number of research projects with mixed teams at international level</i>
	3.4	<i>Increasing the number of participations in international mobility for research internships at universities and research institutes abroad for research staff and research students</i>	<i>Inclusion in the doctoral research plan for doctoral students financed from the state budget, full-time education, of the obligation to carry out a doctoral research internship within a partner university (use of funding for Erasmus + mobility)</i>	<i>Number of PhD students participating in international mobility (Erasmus)</i>
			<i>Attracting national and European funds to finance research internships of staff involved in research activities at universities and research institutes abroad</i>	<i>Number of research internships at universities and research institutes abroad, financed from external funds</i>
	3.5	<i>Increasing BUES' reputation for research and development, in order to facilitate international cooperation</i>	<i>Extensive dissemination of scientific research results so that they contribute to increasing the interest of potential partners in joint research and development and innovation projects and activities</i>	<i>Evidence of dissemination methods (publications, participation in conferences, research partnerships etc.)</i>
			<i>Elaboration of articles, studies and scientific papers in collaboration with authors from partner universities and their publication in journals in the field (Clarivate Analytics and</i>	<i>Number of scientific papers co-authored with foreign partners published in Clarivate Analytics and Scopus, in the Q1 and Q2 quartiles</i>



SCIENTIFIC RESEARCH					
Strategic research objectives		Strategic research options		Concrete actions	KPIs
				<i>Scopus, especially in the Q1 and Q2 quartiles)</i>	
		3.6	<i>Continuous improvement of the BUES position in international classifications, especially in those that take into account scientific achievements</i>	<i>Identify criteria that are not met or are partially met and take measures to increase their fulfillment</i>	<i>Number of awards for scientific papers published in Clarivate Analytics and Scopus indexed journals, the Q1 and Q2 quartiles</i>
		3.7	<i>Intensification of dissemination of research results</i>	<i>Increasing the level of funding to fully cover the costs of participating in prestigious international conferences</i>	<i>Number of funded participations in international conferences Number of publications resulting from participation in international conferences</i>
				<i>Increasing the level of funding for full coverage of publication fees for scientific papers in prestigious publications</i>	<i>Number of scientific papers for which the publication fee was covered</i>
		3.8	<i>Organising international conferences within the BUES and increasing the degree of international participation</i>	<i>Consolidation and development of the BUES International Conference on Economics and Social Sciences - ICESS</i>	<i>Total number of participants in the ICESS conference Number of participants from abroad at the ICESS conference</i>
				<i>Strengthen and increase international participation for all conferences organised by the BUES faculties</i>	<i>Number of participants from abroad at conferences organised by the BUES faculties</i>
4.	The stimulation of innovation and asserting BUES as a pole of scientifically grounded solutions to the major problems in the economic and social environment.	4.1	<i>Priority approach to research topics that address the issues raised by the economic and social environment</i>	<i>Permanence of the project competition on topics required and financed by the economic and social environment</i>	<i>Annual number of projects financed by BUES on topics proposed by the economic and social environment The value of projects financed by BUES on topics proposed by the economic and social environment</i>
				<i>Increasing the degree of involvement of companies in financing projects with themes proposed by them</i>	<i>Annual number of projects financed by the economic and social environment</i>
		4.2	<i>Promoting research focused on interdisciplinarity and transdisciplinarity</i>	<i>Carrying out research projects by joint teams from the perspective of specialisation fields</i>	<i>Number of interdisciplinary research projects</i>
				<i>Establishing and supporting interdisciplinary research and innovation topics relevant at international level, with the involvement of</i>	<i>Percentage of interdisciplinary research projects out of total BUES research projects (number and value)</i>



SCIENTIFIC RESEARCH					
Strategic research objectives		Strategic research options		Concrete actions	KPIs
				<i>university staff who have very good results in research</i>	
5.	The strengthening of excellence in scientific research and innovation at doctoral studies level and training of young researchers.	5.1	<i>Consolidation and development of research in doctoral schools by promoting international collaborations, both at the level of doctoral programs and at the level of individual research of doctoral students</i>	<i>Co-supervision of doctoral activities with professors from universities or research centers in other countries</i>	<i>Number of doctoral theses in international co-supervision</i>
				<i>Encourage the participation of PhD students in research activities within research projects and disseminate the results of individual research at conferences organised by the BUES or at international conferences and in internationally recognised journals (indexed in Web of Science)</i>	<i>Number of participations of doctoral students in research projects Number of participations of doctoral students in international conferences Number of doctoral student articles published in journals indexed in the Web of Science</i>
				<i>Inviting experts in the field of economic and legal sciences (from the country or abroad) to give lectures at conferences and during doctoral schools activities, in order to create the premises for the development of joint research projects</i>	<i>Number of professors invited to doctoral schools</i>
				<i>Encouraging the completion and defense of doctoral theses in a language of international circulation</i>	<i>Number of doctoral theses defended in an international language</i>
		5.2	<i>Encouraging the international mobility of doctoral students and concluding mobility agreements with universities abroad</i>	<i>Additional financial support for doctoral students for international mobility</i>	<i>Number of PhD students in mobility</i>
		5.3	<i>Attracting the best PhD students in research centers / BUES departments, by classifying them as research assistants / assistant professors</i>	<i>Placement of doctoral students financed from the state budget, full-time education, as research assistants or assistant professors within the research centers / departments belonging to the faculties that have the doctoral school in their structure</i>	<i>Number of PhD students employed as research assistants Number of doctoral students employed as assistant professors</i>

2.4 Resources

The main categories of resources owned and used by BUES to implement this research strategy are the following: human, information, and financial.

Human resources

According to the Strategy of the Bucharest University of Economic Studies for the 2020-2030 period, the aim is to increase the visibility and scientific recognition of BUES at national and, especially, international level (and to reward teachers and researchers with special contributions to this field), to develop integrated cooperation networks in the area of scientific research excellence with researchers from prestigious universities at international level, to increase the degree of international interconnection and integration in research networks of excellence, to create an appropriate framework for conducting scientific research by ensuring a sustainable infrastructure for the research and scientific innovation process, ensuring compliance with the Europe 2020 Strategy on research excellence and implementing the human resources strategy for researchers, to diversify funding sources for scientific research through a more intensive integration of public and private sources, to support and strengthen scientific research so that it contributes significantly to the increase of international visibility, innovation stimulation and asserting BUES as a pole of scientifically sound solutions to major economic and social problems.

Regarding human capital, the main objective is to increase the involvement and responsibility of all members of the university community to contribute to the following results: the development of BUES as a European institutional model of organisational culture focused on attracting, valorising, and developing human capital and developing and consolidating an organisational culture of excellence. With regard to academic staff, the aim is to strengthen and develop the research skills of teaching staff and to develop and strengthen intra-, interdepartmental and inter-institutional cooperation at national and international level. The creation of research jobs is a support for increasing the importance of research within the university.

For students, in order to develop their academic and personal life in an integrated way, which allows the realisation of their full potential, research activities can be carried out within the scientific circles organised at the faculty and research center level.

It is expected that, in the next period, Alumni will be actively involved in the research activities of the institution.

The relations with the socio-economic environment provide for the integration of the educational and research process in order to contribute to the increase of the competitiveness and sustainability of the Romanian economy and to the development of strong links with the socio-economic environment, allowing the adaptation of the educational offer for the field of research and consultancy.

The BUES research activity involves BUES professors, PhD students, postdoctoral fellows and researchers. The evolution of human resources involved in the research activity is presented in Table 2.

Table 2 Human resources involved in the research activity

No.	HR	Years					
		2017	2018	2019	2020	2021	2022
1	Professors / researchers, of which:	762	757	764	758	756	753
	Number of doctoral supervisors	190	204	206	212	208	225
2	Doctoral students	972	927	936	967	955	952
3	Postdoctoral fellows	-	33	54	61	39	57

Source: BUES Rector's annual reports on the state of the university.

Information resources

The mission, values, and objectives of the Bucharest University of Economic Studies are challenged by the current context and the acceleration of digital transformations in a competitive environment. The information resources of the university, corresponding to the status of university of advanced research and education, are represented by all the available data and knowledge, as well as by the technology made available to the academic community.

We find the implicit information resources represented by the contribution of human resources at BUES level, taking into account the theoretical knowledge and know-how of tenured and associated teachers, researchers, doctoral students, and students. They are involved in the process of building and disseminating knowledge, as well as training professionals who will work in a multitude of sectors of activity.

The library of the Bucharest University of Economic Studies has the information and documentation resources necessary to support the educational, research-development, and innovation processes. Along with the rich collection of printed books available in the Library of the Bucharest University of Economic Studies, which is constantly developing, including books published by the BUES Publishing House, the Bucharest University of Economic Studies offers access to multiple electronic resources, to platforms with magazines and full-text journals, bibliographic and bibliometric platforms, archives, electronic books, but also to the remote access service to electronic resources available annually: ScienceDirect Freedom Collection (at 2,030 specialised journals, full-text, of which 1,456 WoS indexed journals, multidisciplinary content), ProQuest Central (22,360 periodicals, dissertations, newspapers, reports, documents, multidisciplinary content), Emerald Management (200 journals in economics: management, marketing, finance-banking, human resources, business, etc. and in research and education), Scopus, Elsevier archives and Clarivate Analytics.

Our university also provides access to new journal platforms and/or additional access to subscribed data platforms for the benefit of the academic community members (e.g., access to JStor platforms – Business Collection III & IV and Euromonitor Passport, Bloomberg Finance, or Thomson Reuters Eikon for students). A numerical benchmark of a part of the information resources offered to the university community would be the library collection at

the end of 2020 (both the current circulation one and the online access to international databases), totaling 107,862 volumes, increasing with 5,862 volumes (print and electronic), representing 5.74% of the 102,000 volumes available in the previous year.

The BUES Publishing House offers valuable information resources, annually publishing books of an educational and scientific nature, intended for students and scholars (bachelor, master and doctoral students, researchers, teachers, business specialists), available through the BUES Library, but also on the virtual store hosted by the BUES Publishing House's website. The Bucharest University of Economic Studies also publishes 28 scientific journals indexed in international databases with *open access*, student periodicals, as well as volumes containing studies presented at international conferences held by the university's faculties, published in print and / or electronically.

The international partnerships of the university allow it to actively participate in international networks and associations relevant to the field of economic university studies. The university's accession to prestigious academic associations will open new opportunities for the development and consolidation of the university's position both nationally and internationally. The Network of Universities from the Capitals of Europe (unica-network.eu) - UNICA, as well as AACSB - The Association to Advance Collegiate Schools of Business are recent partnerships that legitimise the prestige and recognition of BUES in Romania and in the region.

Information resources are also created by BUES by participating in large-scale events on the educational market.

Scientific research at the university level through activities undertaken by teachers, researchers, doctoral students, and students complete the information resources of BUES. The Research and Innovation Management Department manages these valuable resources of the university (<https://dmci.ase.ro>).

At BUES level, the visibility of information resources is ensured, offering equitable and non-discriminatory access to them in order to fulfill the managerial objectives and the mission of the university. The utility of the resources is reflected in the good execution of university processes, corresponding to its status as a university of advanced research and education. The development, updates, additions, and renewal of the information resources of BUES are the main objectives of the university to respond to the dynamics of the educational and research process requirements at the community level, with impact on society as a whole.

Financial resources

The financial resources available at the university level for the implementation of the research strategy are found primarily in the revenue chapter entitled "Revenue from research activity" in the budget and budget execution of BUES. The total value of these revenues for the 2017-2020 period is presented according to the data in Table 3.

Table 3 Evolution of revenues from research activity

Year	2017	2018	2019	2020
Revenues from research activity (lei)	1,858,666	3,073,847	4,993,897	3,842,984
Share of total revenues of BUES (%)	0.61	1.36	1.57	1.18
Average income per tenured teacher ¹ (lei)	2,445.6	4,044.5	6,570.9	5,056.5

Source: The values are taken from the Annual Report of the BUES Rector, for the years 2017, 2018, 2019 and 2020.

There is an increase during with analysed period, with revenues from research activity doubling in 2020, compared to 2017, the best year being 2019, with approximately 5 million lei revenues from research. The payments related to the research activity show a small deviation (positive or negative) from the income.

Some of the financial resources allocated to research are used to stimulate scientific production, which means that they have resources with a high potential to increase the quantity and quality of publications. According to the internal award procedure (periodically updated), articles published in journals located in the Q1 and Q2 quartiles based on AIS / SRI / IF in WoS and in the S1 and S2 areas in Scopus are awarded. BUES grants an additional amount for works co-authored abroad.

It is necessary to increase the financial resources attracted for the research activity, in order to support the fulfillment of the strategic objectives. Thus, initiatives to attract financial resources for research can target:

- attracting financial resources directly related to the research activity, by winning national and international competitions;
- attracting financial resources to contribute, directly and indirectly, to supporting research, in particular by contributing to the development of human and / or information resources;
- increasing the value and percentage of the financial resources for research attracted from the private environment, for the diversification of the attracted sources and the development of the research base;
- obtaining more substantial amounts for research from the special fund allocated by the Ministry of Education, a fund that came into force starting with 2021.

2.5 Competitive advantage

The competitive advantage generated as a result of the implementation of the BUES Research Strategy will be manifested on three levels, namely:

- the experience gained by participating in joint research teams with an international reputation will facilitate the implementation of research projects that will contribute, in a

¹ Based on an average number of 760 full-time teachers (according to the Annual Report of the Rector of ASE, 2017, 2018, 2019, 2020).



real way, to solving current problems of the economy and society and to the development of knowledge in the economic field;

- the constant improvement of the BUES' position in international rankings, which will be achieved as a result of the implementation of the main strategic options regarding the research-development and innovation activity;
- the consolidation of the status of the Bucharest University of Economic Studies as a pole of research excellence in economics in relation to other universities / faculties in Romania, but also in Southeast Europe.

The competitive advantage obtained by the Bucharest University of Economic Studies as a result of the implementation of its own strategy in the field of research-development and innovation will allow the institution to:

- become much more visible and attractive for the process of creating consortia formed by universities / institutes at European level, but also globally through the reputation of teachers / researchers, and through the prestige of the results of its research centers;
- increase the attractiveness of the research career for young people, becoming a benchmark institution internationally for various research areas in the field of economic sciences, but also for other social sciences.

The implementation of the research strategy of the Bucharest University of Economic Studies will allow the institution to consolidate the position of national leader of economic research and create the premises for the status of exemplar of economic research in Southeast Europe.

CHAPTER 3

IMPLEMENTATION OF THE RESEARCH STRATEGY

3.1 The context of implementing the strategy

The implementation of the strategy is conditioned by the contextual evolutions at the level of research in the European Union, in Romania, and by those from the Bucharest University of Economic Studies. The European context of the implementation of the BUES' research strategy will be marked by the new "Horizon Europe" program, which has a budget of 95.5 billion EUR for the 2021-2027 period. It includes 5.4 billion EUR from the NextGenerationEU instrument, in particular to support green and digital recovery from the COVID-19 pandemic crisis. "Horizon Europe" supports an inclusive structure that expands collaboration and improves research and innovation systems across the continent.

The implementation of the BUES strategy will be carried out in the context of some reform measures targeted by the Romanian authorities. The targeted reforms are: legislative transparency, debureaucratisation, and procedural simplification for the business environment; streamlining governance in the field of research-development and innovation, with the role of clarifying and optimising the governance of the research, development and innovation system in Romania; research career reform, in order to increase the attractiveness of the research career and the performance of researchers; strengthening cooperation between business and research; support for the integration of research, development and innovation organisations in Romania in the European research area.

There are at institutional level a series of favorable premises for the implementation of the BUES research strategy for the 2022-2030 period, among which: ensuring the management of scientific research in the university by the vice-rector responsible for research, development and innovation who coordinates the Research and Innovation Management Department; the existence of doctoral programs and a policy for the development of young people's research skills that provides an adequate framework for attracting valuable human resources in scientific research; significant experience at institutional level in attracting funding for research and research projects; ensuring the access of researchers to the information resources necessary for the research activity and the intent of the university to increase the possibilities of access to information sources to be used in scientific research in the next years; an extensive effort to disseminate, publish, and capitalise on research results that is motivated by a specific operational procedure.

3.2 Schedule of strategy implementation

The schedule of the strategy implementation is presented in Table 4.



Table 4 Schedule of strategy implementation

Stage / action	Years									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Stage 1 - Preparing to implement the strategy										
A.1.1 Organise the online public consultation to present and debate the final form of the strategy										
A.1.2 Approval of the Strategy in the university senate										
A.1.3 Preparing the climate for the implementation of the strategy										
Stage 2 - Implementation of strategic options										
A.2.1 Recruitment of valuable human resources for research and development										
A.2.2 Expanding of the research-development capacity of the staff currently involved in the research activity										
A.2.3 Developing students' research skills from undergraduate, master's and doctoral programs and stimulating their participation in mixed interdisciplinary research teams										
A.2.4 Creating a research-oriented culture at the institutional level										
A.2.5 Stimulating and financing the participation of staff involved in research activities in research training (research methods, elaboration of scientific articles, etc.)										
A.2.6 Promoting a team research approach										
A.2.7 Rewarding teachers and researchers who have outstanding contributions to research										
A.2.8 Infrastructure development as administrative support for research										
A.2.9 Development of the information and knowledge infrastructure for research										



Stage / action	Years	2022	2023	2024	2025	2026	2027	2028	2029	2030
A.2.10 Providing sources of funding for research										
A.2.11 Development of physical infrastructure for research										
A.2.12 Development of the BUES scientific journals										
A.2.13 Development of the BUES research centers										
A.2.14 Development of integrated networks of cooperation and collaboration in the area of scientific research of excellence with researchers from prestigious universities at national and international level										
A.2.15 Increasing the role of the BUES Advanced Research Institute in carrying out research projects of excellence										
A.2.16 Creation of joint national and international research teams within research projects										
A.2.17 Increasing the number of participations in international mobility for research internships at universities and research institutes abroad for research staff and research students										
A.2.18 Increasing BUES' reputation for research and development, in order to facilitate international cooperation										
A.2.19 Implementation of the European human resources strategy for researchers										
A.2.20 Continuous improvement of the BUES' position in international classifications, especially in the field of scientific achievements										
A.2.21 Intensify the dissemination of research results										
A.2.22 Organise international conferences within the BUES and increase the degree of international participation										
A.2.23 Priority approach to research topics that address the issues raised by the economic and social environment										
A.2.24 Promoting research focused on interdisciplinarity and transdisciplinarity										



Stage / action	Years	2022	2023	2024	2025	2026	2027	2028	2029	2030
A.2.2 5 Training of research project managers										
A.2.26 Development of the network of research partnerships with the economic environment										

Note: Following the mid-term evaluations, some actions in the second stage may be rescheduled depending on the availability of resources and the degree to which the strategic objectives have been met.

3.3 Institutional actors and responsibilities in implementing the strategy

In the elaboration and implementation of the strategy are involved, with multiple responsibilities, a series of institutional actors, such as: the rector; the vice-rector responsible for research, development and innovation; the Research and Innovation Management Department; other vice-rectors and other departments in BUES that participate in the implementation of strategic options and in the allocation of resources for them.

Within the Bucharest University of Economic Studies, the main actors with responsibilities related to research are the following: the vice-rector responsible for scientific research, development and innovation; CSUD director; directors of doctoral and postdoctoral schools; directors of scientific research centers (Table 5).

Table 5 Institutional actors responsible for implementing the strategy

Stage / action	Institutional actors responsible for implementation
Stage 1 - Preparing to implement the strategy	
A.1.1 Organising the online public consultation-to present and debate the final form of the strategy	BUES Rector The project development team
A.1.2 Approval of the strategy in the University Senate	University Senate (Commission 2)
A.1.3 Preparing the climate for the implementation of the strategy	Vice-Rector for Research, Development and Innovation Research and Innovation Management Department
Stage 2 - Implementation of strategic options	
A.2.1 Recruitment of valuable human resources for research and development	Vice-rector for Human Resources Management and European Funds Human Resources Department Doctoral schools Deans Department directors Research project managers Career Counseling and Guidance Center
A.2.2 Expanding the research-development capacity of the staff currently involved in the research activity	Vice-Rector for Research, Development and Innovation Vice-rector for Human Resources Management and European Funds Human Resources Department Research and Innovation Management Department Doctoral schools Research centers
A.2.3 Developing students' research skills from undergraduate, master's and doctoral programs and stimulating their participation in mixed interdisciplinary research teams	Vice-Rector for Research, Development and Innovation Vice-rector for Human Resources Management and European Funds Human Resources Department Deans Doctoral schools Research project managers;
A.2.4 Creating a research-oriented culture at the institutional level	Board of Directors Deans Department directors Advanced Research Institute Research centers Human Resources Department
A.2.5 Stimulating and financing the participation of staff involved in research activities in research training (research methods, elaboration of scientific articles, etc.)	Board of Directors Research and Innovation Management Department Economic Department



Stage / action	Institutional actors responsible for implementation
A.2.6 Promoting a team research approach	Deans Department directors Research centers Advanced Research Institute Research project managers
A.2.7 Rewarding teachers and researchers who have outstanding contributions to research	Board of Directors Research and Innovation Management Department Economic Department Human Resources Department
A.2.8 Infrastructure development as administrative support for research	Vice-rector for the development of information and logistics infrastructure Research and Innovation Management Department
A.2.9 Development of the information and knowledge infrastructure for research	Library Department Research and Innovation Management Department Advanced Research Institute
A.2.10 Providing sources of funding for research	Vice-rector for economic and financial management Economic department
A.2.11 Development of physical infrastructure for research	Board of Directors Research and Innovation Management Department Public Procurement Department Advanced Research Institute
A.2.12 Development of the BUES scientific journals	Vice-Rector for Scientific Research, Development and Innovation BUES Publishing House The editors-in-chief of BUES' scientific journals
A.2.13 Development of the BUES research centers	Deans Department directors Research centers
A.2.14 Development of integrated networks of cooperation and collaboration in the area of scientific research of excellence with researchers from prestigious universities at national and international level	Vice-Rector for International Relations Vice-Rector for Scientific Research, Development and Innovation International Relations Department Research and Innovation Management Department Advanced Research Institute Research centers
A.2.15 Increasing the role of the BUES Advanced Research Institute in carrying out research projects of excellence	Advanced Research Institute
A.2.16 Creation of joint national and international research teams within research projects	Vice-Rector for International Relations Vice-Rector for Scientific Research, Development and Innovation International Relations Department Research and Innovation Management Department Research centers
A.2.17 Increasing the number of participations in international mobility for research internships at universities and research institutes abroad for research staff and research students	Vice-Rector for International Relations Vice-Rector for Scientific Research, Development and Innovation International Relations Department
A.2.18 Increasing BUES's reputation for research and development, in order to facilitate international cooperation	Research and Innovation Management Department Research centers International Relations Department
A.2.19 Implementation of the European human resources strategy for researchers	Vice-Rector for Scientific Research, Development and Innovation Vice-rector for Human Resources Management and European Funds Research and Innovation Management Department
A.2.20 Continuous improvement of the BUES' position in international classifications, especially in the field of scientific achievements	Vice-Rector for International Relations Vice-Rector for Scientific Research, Development and Innovation International Relations Department Research and Innovation Management Department Deans



Stage / action	Institutional actors responsible for implementation
A.2.21 Intensify the dissemination of research results	Research and Innovation Management Department Research project managers Research centers
A.2.22 Organise international conferences within the BUES and increase the degree of international participation	Deans Department directors Research centers
A.2.23 Priority approach to research topics that address the issues raised by the economic and social environment	Vice-rector for relations with the economic and social environment and student life Business Relations Department Research and Innovation Management Department Research project directors Research centers
A.2.24 Promoting research focused on interdisciplinarity and transdisciplinarity	Research centers Research project directors
A.2.2 5 Training of research project managers	Research and Innovation Management Department
A.2.26 Development of the network of research partnerships with the economic environment	Vice-rector for relations with the economic and social environment and student life Vice-Rector for Scientific Research, Development and Innovation Deans Advanced Research Institute Research centers

The implementation of the strategy is a long-term process that must involve not only the departments directly responsible for certain activities, but also all staff of the institution, so that, at the end of the 2022-2030 period, the Bucharest University of Economic Studies becomes one of the most important research vectors at national and European level.