



UNIVERSITATEA ROMANO - AMERICANA

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Annex II 21.3

RESEARCH STRATEGY 2014-2020

This strategic plan is a working document that can change over time. It provides a common framework and is a flexible guide for decision-makers throughout the university and therefore promotes better coherence, coordination and unity in the University. At the same time, however, it has been designed to be adaptable to enable researchers and departments to carry out excellence research through innovative methods relevant in their fields and disciplines.

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1 PLANNING OF RESEARCH STRATEGY IN THE ROMANIAN-AMERICAN UNIVERSITY

2014 – 2016

RAU – University of research

Developing and expanding research & innovation profiles in RAU
 Creating and multiplying interdisciplinary research and innovation clusters
 Strengthening the Research Department
 Creating structures for innovation and knowledge sharing
 Increasing internal support and external funding for research and innovation
 Developing effective partnerships in research and innovation
 Developing the strategy for publishing research results and analysis of the research impact
 Raising public awareness of research and innovation in RAU

2014 - 2020

RAU – Research—active University

Mission:

- To educate (to train) from a global perspective
- To widen the borders of knowledge at international level

University active in research
 Transfer of faculty members from independent researchers to teams - international partnerships focused on transversal and multi-disciplinary research.
 Diversification of the financial base (funds from corporations, private donors, grants from competitions and the creation of profit entities formed by the separation from a larger organization)
 Conclusion of university partnerships - government - corporations to boost economic development and create new knowledge
 Implementation of an international recruitment scheme for students, faculty, support and administrative staff.
 Development of internal research cohesion:

- Interdisciplinary centers
- Integration of research elements and methods in student training

Partnerships with international NGOs and multi-governmental organizations that support collaborative research, student and faculty mobility

2 STRATEGIC LINES OF ACTION – OBJECTIVES AND ACTIONS

Strategic lines of action

1. Excellence in research, creativity and innovation
2. Fundraising strategy
3. Partnership strategy

Objective overview

A. Excellence in research, creativity and innovation

Objective A1. Research culture. To establish a culture of prioritization and support for research by all departments of the University.

Objective A2: National and international excellence in research. To demonstrate national and international excellence in research for the main areas of research.

To strengthen support for important interdisciplinary areas and recognize them as the foundation of new directions in excellence research

Objective A3: Adjustment and openness to international, national and local research agendas.

Objective A4: Communication and dissemination. Increasing the research profile of the University at national and international level by effectively disseminating our achievements and research results.

Objective A5: Evaluation of research. Maintaining high-quality research by periodically evaluating the activities and results of university research.

B. Fundraising strategy

Objective B1: To support excellence in national/international research. Increasing the number of departments or fields that have achieved excellence in national/international research in their areas.

Objective B2. Research Department. To improve significantly the services provided by this department to manage and support research programs and activities.

Objective B3: Research Infrastructure. Maintaining and strengthening through cost-effective measures the basic infrastructures for research and creativity, including in particular libraries and facilities for joint research.

C. Partnership strategy

Objective C1: Developing effective research partnerships. To be effective, partnerships between universities need to operate on many levels, both at national and international level, but also with many types of institutions.

Objective C2: Collaboration partnerships. Collaborative partnerships ensure that research at the Romanian-American University meets industry requirements that are changing rapidly, and transforms today's research into markets, new products, and tomorrow's services.

Objective C3: Research networks between universities. Inter-university cooperation for networking, between higher education institutions and national and international academic staff allows the access, transfer and adaptation of new knowledge inside and outside borders.

A. EXCELLENCE IN RESEARCH, CREATIVITY AND INNOVATION

Scope: To become a valuable player in developing impacting knowledge

Objective A1. Research culture. Establish a culture of prioritization and support for research by all departments of the University

Actions:

A1.1. To generate and increase research interactions (for example, a series of research conferences, seminars and courses).

A1.2. The work of existing researchers will be improved and new researchers will be stimulated through a wider mentoring and training program.

A1.3. To strengthen training programs and current research methods to support staff who want to become active in research, and students involved in full-time or part-time research.

A1.4. To make sure that the policies and practices of all professional services and administration (research department) will fully support research needs and maximize research time for academic staff.

A1.5. To make sure that departments will play an increasingly important role in supporting research, as well as linking research with education.

A1.6. To organize an annual research conference that will celebrate the results of all types of researchers (from senior research professors to junior students) and, on this occasion, the Romanian-American University will be able to provide information on their own research strategies and policies.

A1.7. Improvement of knowledge sharing, consultancy and other procedures that allow staff to interact with external organizations (innovation and dissemination experience are reintroduced into new research planning processes).

Objective A2: National and international excellence in research. To demonstrate national and international excellence in research for the main areas of research. To strengthen support for important interdisciplinary areas and recognizing them as the foundation of new research directions.

Interdisciplinary work needs to accelerate erudition and research and provide solutions to society's challenges. It is important to underline that elite disciplines are an essential condition for elite interdisciplinary efforts or programs.

Actions:

A2.1. To develop a research strategy for each department focusing research on areas where we can excel and have the greatest impact in the future. Each department should have, or is expected to intensify, at least one field of activity in which it will show genuine research that strengthens our international reputation in research.

A2.2. To make sure that each member of the academic staff (except those authorized for teaching only) publishes results of research that are excellent at international level or hold a leading position as to originality, significance and rigor.

We will emphasize the desire to formulate the questions for the research undertaken and its quality as well as the measurement of the impact of the research result.

A2.3. [Internationally] To recruit experienced academic staff in their disciplines that will strengthen research within their discipline and will generate significant international results.

A2.4. Performing research for each discipline dealing with questions and problems prone to have a significant impact on knowledge, people and/or the economy, or to improve or change society for the better.

A2.5. To develop new interdisciplinary and multidisciplinary research programs (centers) involving faculty teams. Our research will remain heavily rooted in the discipline-specific departments linking researching to teaching. However, the model by which department staff is work together to develop new areas of research will be used to create new interdisciplinary and multidisciplinary teams, as well as to stimulate new ideas.

A2.6. To establish more effective procedures to encourage and support the preparation of interdisciplinary proposals for external grants and internships or contracts with significant impact between departments.

A2.7. To regularly evaluate interdisciplinary programs to ensure that they involve faculty members from several academic departments and become magnets for excellence and gradual elimination of those who do not meet rigorous standards.

Objective A3: Adjustment and opening up to international, national and local research agendas.

Actions:

A3.1. To create and coordinate future research programs that offer new opportunities. These may be specific to disciplines within our departments or multidisciplinary in research centers.

A3.2. To significantly increase our influence on high-level policy by representing key decision-making and grants-awarding bodies.

A3.3. To develop creative research partnerships with influential national and international businesses, research funding agencies, companies, banks, non-governmental organizations, and public sector bodies with research agendas that are mutually beneficial.

Objective A4: Communication and dissemination. Increasing the research profile of the University at national and international level by effectively disseminating our achievements and research results

Actions:

A4.1. To promote internally and internationally the success in individual research

A4.2. To communicate research results through the appropriate external media and through a highly visited web site.

Objective A5: Evaluation of research. Maintaining high-quality research by periodically evaluating the activities and results of university research

On short term, it is imperative to maintain academic excellence, especially in a period of limited resources. In the long run, a distinguished institution of higher education must become a leader through a significant number of research activities within departments, per disciplines or fields. There is a need for a set of well-defined and transparent criteria to define academic/research success and the status of departments and scientific fields.

Actions:

A5.1. To establish a set of research indicators to be used in assessing the quality of research programs, evaluating the quality of centers and the research activities carried out.

A5.2. To develop better data, criteria and procedures for evaluating and monitoring the quality of research and creativity in departments.

A5.3. To ask the departments to develop strategic plans to increase or enhance academic reputation and leadership.

A5.4. To prepare an exercise calendar for the evaluation of university research with well-established internal and external procedures.

A5.5. To disseminate research findings from the University, and their use by departments and centers to evaluate and permanently adjust their research strategies and agendas.

B. FUNDRAISING STRATEGY

Purpose: In the long run (2020), RAU research should become autonomous. This will be a very significant challenge given the number of competitions for resources. It is possible that only the highest international quality research will receive funds in the future.

Objective B1: To support excellence in research at national/international level. To increase the number of departments or fields that have achieved excellence in national/ international research in their areas.

Actions:

B1.1. To identify and support departments that have become or are already world leaders in their disciplines or fields.

B1.2. To update data, criteria and procedures for evaluating and monitoring the quality of research and creativity in departments.

B1.3. Selective investment in departments that show significant returns using current strengths and reaching new intellectual peaks in research and non-financing those which show low returns.

Objective B2. Research department. Significant improvement of the services provided by this department to manage and support research programs and activities

The university must minimize administrative burdens imposed on researchers and find solutions how to better facilitate their ability to compete for funding research.

Such investments could immediately lead to fruitful results by increasing funding support throughout the university. Efforts and practices at the university level should stimulate and support a proactive, solution-oriented culture, collaborative culture, and customer-oriented administrative services where ongoing consultation and partnership with researchers are already a tradition.

Actions:

B2.1. To identify and eliminate not only administrative barriers to fair competition for external financing, but also those associated with negotiating intellectual property.

B2.2. To successfully develop and implement accounting and research management systems in a way that identifies and meets the needs of all stakeholders: teachers, researchers, coordinators, and related staff both in departments and at the central level.

B2.3. To keep up with external regulatory trends (and proposed changes) and ensure that regulatory requirements are adequately met, but at the same time ensure that they do not impose unnecessary bureaucratic constraints on researchers.

B2.4. To develop and maintain efficient staff structures for research coordinators (for example, the Research Department) to deal with the administrative aspects of the research process as much as possible (for example, drafting proposals, financial management, contract management).

B2.5. To determine well-defined expectations, qualifications and competencies for research coordinators and to train or employ highly experienced staff in these positions.

B2.6. In order to support excellence in research, the performance of research administrators will be assessed using established performance standards, including customer satisfaction and assessment by researchers and research team leaders at the school level.

B2.7. Effective participation in supporting funding agencies to meet the demands of higher education, the principles of academic freedom, and the capabilities that conduct fundamental research.

Objective B3: Research infrastructure. Maintaining and strengthening through cost-effective measures the basic infrastructures for research and creativity, including, in particular, libraries and facilities for joint research. The institution's financial challenges exert significant pressure on these resources, which are essential for the recruitment and retention of valuable academic staff/researchers and for the enhancement of the academic reputation and visibility of the University. Libraries should be a force of resistance and a driver of knowledge transfer, but also a significant resource for research in the Romanian-American University. Given the limited resources, it is important to define and detect the changing needs of its various users and to invest selectively in order to provide efficient and effective support to academic staff, researchers and students conducting research.

Actions:**a. University library**

B3.1. It will be assessed and determined to what extent the university library supports the research and erudition of the academic staff.

B3.2. To conclude more effective engagements between teachers and librarians in order to identify priorities for book editions; to provide greater support for new areas that are not funded or interdisciplinary areas and to respond to emerging needs in areas such as data maintenance/ retention, visual resources and digital culture.

B3.3. To make sure that partnerships and collaborations with other libraries will serve the needs of academics and students of the Romanian-American University and will reinforce productivity in research and creativity.

B3.4. To examine and detect the needs of students (under bachelor, postgraduate and professional programs) in terms of library services to provide good services to support their academic work.

b. Shared research facilities/tools (computers, software)

B3.5. To maintain on the basis of selection and promotion of shared research facilities, taking into account the needs and the subject of research, the opportunities for external financing and profitability.

B3.6. To revise the University's investment in joint research tools to ensure that these facilities increase the impact on the productivity and reputation of the University in national and international fields.

B3.7. When investing significant resources to support joint research tools, priority will be given to those instruments that have external funds and those that serve multiple research groups.

C. PARTNERSHIP STRATEGY

Purpose: RAU will conclude strategic agreements with academic institutions and world-renowned organizations that have a global approach to research and knowledge sharing.

Objective C1: Developing effective research partnerships. To be effective, partnerships between universities need to operate on many levels, both at national and international level, but also with many types of institutions.

Actions:

C1.1. To identify national and international organizations relevant to the Romanian-American University's research programs and departments (universities, research centers and institutes, government, government agencies, companies, banks, NGOs).

C1.2 To develop mutually beneficial collaborations and work environments that will have a higher concentration of connections. For example, collaborating with the partner institution on several disciplines and types of activities, such as training, detachment, knowledge sharing, research collaboration, etc.

Objective C2: Collaboration partnerships. Collaborative partnerships ensure that research at the Romanian-American University meets industry requirements that are changing rapidly, and transforms today's research into markets, new products, and tomorrow's services.

Actions:

C2.1. To conclude collaborative research agreements for the conduct of targeted research, or research covering common interests for researchers and the partner institution, with related rights and access to research results.

C2.2. Collaborative research projects should be funded by industry partners (research contracts), and/or national and international research funding (grant) agencies.

Objective C3: Research networks between universities. Inter-university cooperation for research networking, between higher education institutions and national and international academic staff allows the access, transfer and adaptation of new knowledge inside and outside borders.

Actions:

C3.1. RAU's national and international research networks will continue to grow through: conferences; summer schools or courses on which certificates are obtained; doctoral research seminars; masters programs.

C3.2. RAU research networks will focus on developing existing strengths and collaborations; increasing the reputation and visibility of the Romanian-American University in institutions and organizations; engaging in contemporary national and international issues; collaborative research projects development; organizing common academic and scientific activities, such as courses, conferences, seminars, symposiums or lectures; exchanges of research, teaching and mobility for other categories of employees; student exchange; co-tutelage coordination of bachelor papers and dissertations.