



**UNIVERSITY OF NATIONAL AND WORLD ECONOMY**

**Research and Development  
Strategy  
2021 – 2025**

# Table of Contents

<b>UNWE's vision</b> .....	3
<b>STRATEGIC OBJECTIVES FOR THE PROMOTION OF RESEARCH AT UNWE</b> .....	3
<b>PRIORITIES AND MEASURES</b> .....	3
<b>STRATEGIC OBJECTIVE 1.</b> <i>Improving the institutional ecosystem for the promotion of research</i> .....	5
<b>STRATEGIC OBJECTIVE 2.</b> <i>Promoting research</i> .....	7
<b>STRATEGIC OBJECTIVE 3.</b> <i>Expanding the scope of UNWE's participation in the European research area and in the international research cooperation</i> .....	9
<b>STRATEGIC OBJECTIVE 4.</b> <i>Building an effective relationship "education – science – business" and promoting innovations based on scientific results</i> .....	11
<b>ORGANIZATION OF IMPLEMENTATION. MONITORING AND CONTROL</b> .....	12

## UNWE's vision

The University of National and World Economy sees itself as leader among the schools of higher education in South-eastern Europe that offer academic instruction and conduct research in the field of economics, management and administration, law and politics.

## STRATEGIC OBJECTIVES FOR THE PROMOTION OF RESEARCH AT UNWE

The major goal for the development of research at UNWE for the period 2021 – 2025 is that the University should become a relevant education and research hub that is a strategic partner and worthy rival within the European research area.

This major goal shall be implemented through the achievement of the following **four strategic objectives**:

- 1. Improving the institutional ecosystem for promoting research** through the improvement of the internal institutional regulatory framework, the further digitization of research, the introduction of a system for the prevention and control of academic plagiarism, the establishment of a state-of-the-arts infrastructure, the expansion of the scope of cooperation with other schools of higher education and research organizations at home and the comprehensive adoption of the principles of open science.
- 2. Promoting research** through raising the criteria for scientific performance, creating a mechanism to ensure that the reward system is commensurate to scientific achievements, improving the procedures pertaining to the implementation of the research projects at university, encouraging the active participation in nationally funded research projects, fostering academic instruction at the doctoral degree and encouraging the active conduct of research at the level of basic units and research centers.
- 3. Expanding UNWE's participation in the European research area and promoting international cooperation in research** through the development of the European university ENGAGE.EU, increasing the mobility of doctoral students and researchers, encouraging the involvement and participation in international research networks and research projects, and attracting an increasing number of foreign doctoral students and researchers.
- 4. Building an effective relationship “education – science – business” and promoting innovations based on scientific results** through setting up active partnerships with business, the government and civil society in the field of research and the rendition of consulting services.

## PRIORITIES AND MEASURES

The priorities under the four strategic objectives are graphically presented in figure 1. The measures that should be implemented under the priorities are graphically depicted in what follows.

## STRATEGIC OBJECTIVES

1. Improving the institutional ecosystem for promoting research	2. Promoting research	3. Expanding UNWE's participation in the European research area and promoting international cooperation in research	4. Building an effective relationship "education – science – business" and promoting innovations based on scientific results
---	-----------------------	---	--

## PRIORITIES

<p>1.1. Improving the <b>internal institutional regulatory framework</b>.</p> <p>1.2. The development of <b>human capital</b>.</p> <p>1.3. <b>Digitization in the field of research</b>.</p> <p>1.4. Introducing a system for the prevention and control of academic <b>plagiarism</b>.</p> <p>1.5. The development of a <b>research infrastructure</b> and expanding the access to scientific bases and systems.</p> <p>1.6. Increasing the efficiency and expanding the scope of <b>cooperation</b> with other schools of higher education and research organizations at home.</p> <p>1.7. The comprehensive adoption of the principles of <b>open science</b>.</p>	<p>2.1. Raising the <b>criteria for scientific performance</b>.</p> <p>2.2. Creating a mechanism to ensure that the <b>reward system</b> is commensurate to the scientific achievements.</p> <p>2.3. Improving the procedures pertaining to the application for and the implementation of <b>the research projects at university</b>.</p> <p>2.4. Encouraging the active participation in <b>nationally funded research projects</b>.</p> <p>2.5. Fostering academic instruction at <b>the doctoral degree</b>.</p> <p>2.6. Encouraging the active conduct of research <b>at the level of basic units and research centers</b>.</p>	<p>3.1. The development of the <b>European university ENGAGE.EU</b>.</p> <p>3.2. Increasing the <b>international mobility</b> of researchers and doctoral students.</p> <p>3.3. Encouraging the involvement and participation in <b>international research networks and partnerships</b>.</p> <p>3.4. Encouraging the involvement and participation in <b>international research projects</b>.</p> <p>3.5. Improving the international profile of <b>the doctoral degree programs</b>.</p> <p>3.6. Attracting <b>foreign researchers and doctoral students</b>.</p>	<p>4.1. Encouraging the active establishment of partnerships <b>with business, the government and civil society</b> in the field of research.</p> <p>4.2. Rendering <b>consulting services</b> and participation in public policies and programs.</p>
---	---	---	---

Figure 1. Strategic objectives and priorities for the promotion of research at UNWE for the period 2021-2025

## **STRATEGIC OBJECTIVE 1.**

*Improving the institutional ecosystem for the promotion of research*

### **Priority 1.1. Improving the internal institutional regulatory framework.**

**Measure 1.1.1.** The regular update of the internal institutional regulatory framework that governs research so that its compliance with the Republic of Bulgaria's regulatory framework is guaranteed.

**Measure 1.1.2.** Bringing the internal institutional regulatory framework in line with the requirements of the European Charter for Researchers and the Code for Professional Behaviour in the recruitment of researchers.

**Measure 1.1.3.** Developing a system to integrate on a regular basis the amendments and supplements to the internal institutional regulatory framework adopted by virtue of the decisions made by the Council of rectors, the Council of rectors and deans and the Academic Council.

### **Priority 1.2. Development of human capital.**

**Measure 1.2.1.** Organizing and holding training events aimed at raising the competencies of academic faculty/ researchers and doctoral students (academic writing, prevention of academic plagiarism, etc).

**Measure 1.2.2.** Organizing and holding training events targeted at academic faculty and administrative staff to ensure the adequate use of the cloud infrastructure within the university domain.

**Measure 1.2.3.** Organizing and holding training events, connected with the protection of intellectual property.

### **Priority 1.3. Digitization in the field of research.**

**Measure 1.3.1.** The creation and development of a modular University information system for the reporting of research (UIS – research), which should provide for the automatic generation of data pertaining to the various forms of research conducted by academic faculty/ researchers to meet the needs of the Ministry of Education (MoE), the National Center for Information and Documentation (NACID) and the National Evaluation and Accreditation Agency (NEAA), as well as those for the internal institutional validation of all reports on research and the documents necessary to conduct the attestation procedures and to participate in the procedures for holding academic positions, etc.

**Measure 1.3.2.** Digitization of the processes involving the application for, the peer reviewing and the implementation of research projects at the university.

**Measure 1.3.3.** Creation of an online database containing the scientific results of the university/national/international projects in which representatives of UNWE have taken part.

**Measure 1.3.4.** Updating the design and improving the functionalities of the websites of UNWE's scientific journals.

**Measure 1.3.5.** Updating the design and improving the functionalities of the websites of University library. Upgrading the library's information system.

**Priority 1.4. Introduction of a system for the prevention and control of academic plagiarism.**

**Measure 1.4.1.** Implementing software for the detection of academic plagiarism.

**Measure 1.4.2.** Elaborating internal institutional rules for the verification of the originality of scientific works.

**Priority 1.5. Development of a state-of-the-arts research infrastructure and expanding the access to research databases and systems.**

**Measure 1.5.1.** Expanding UNWE's participation as scientific coordinator or member of consortiums of facilities included in the National roadmap for research infrastructure.

**Measure 1.5.2.** Indexation of UNWE's scientific journal in the Scopus and/or Web of Science systems.

**Measure 1.5.3.** Expanding the indexation of the research papers of UNWE's academic faculty/ researchers, doctoral students or students in secondary literature sources.

**Measure 1.5.4.** Expanding the access of academic faculty/ researchers, doctoral students or students to bibliographic databases containing full-text scientific journals.

**Priority 1.6. Increasing the efficiency and expanding the scope of cooperation with other schools of higher education and research organizations at home.**

**Measure 1.6.1.** Initiating talks with other schools of higher education and research organizations at home with a view to expanding the network of active academic partnerships.

**Measure 1.6.2.** Fostering the involvement and participation of academic faculty/ researchers in the national research networks and clusters in which UNWE takes part.

**Measure 1.6.3.** Fostering the active holding of joint events with partner schools of higher education and research organizations at home (including research forums and research projects with scientific or scientific and applied results).

**Priority 1.7. Comprehensive adoption of the principles of open science.**

**Measure 1.7.1.** Launching an information campaign targeted at academic faculty/ researchers and doctoral students about the principles and advantages of open science; the technology for the sharing and re-use of research data, research papers and other results from research in the Bulgarian/European open science cloud, etc.

**Measure 1.7.2.** Stage-by-stage introduction of rules governing open access, the sharing and re-use of research data, research papers and other results from research in the internal institutional regulatory framework.

**Measure 1.7.3.** Expanding UNWE's participation in the Bulgarian Portal for Open Science (<https://bpos.bg/>) by connecting the websites of UNWE's scientific journals with the portal.

## **STRATEGIC OBJECTIVE 2.**

*Promoting research*

### **Priority 2.1. Raising the criteria for scientific performance.**

**Measure 2.1.1.** Updating and harmonizing the scientific performance criteria in compliance with the criteria and indicators laid down in the national regulatory and strategic documents.

**Measure 2.1.2.** Active participation on the part of academic faculty in national and international debates on the specificity of the evaluation of scientific performance in the field of social sciences.

### **Priority 2.2. Creating a mechanism to ensure that the reward system for academic faculty and researchers is commensurate to scientific performance.**

**Measure 2.2.1.** Improving the internal rules governing the formation of the remuneration of academic faculty with a view to setting up a new section “Additional reward for scientific performance” (formed on an annual basis and in line with the share of the subsidy for research in UNWE’s overall budget).

**Measure 2.2.2.** Improving the procedural rules governing the incentives for the publication activity of academic faculty and researchers.

### **Priority 2.3. Improving the rules of procedure relating to the application for and implementation of the research projects at university.**

**Measure 2.3.1.** Elaboration and endorsement of criteria for the evaluation of project proposals for research and of separate criteria for the evaluation of project proposals for scientific forums.

**Measure 2.3.2.** Easing the terms and conditions regulating the admission of the reports submitted at the interim and final stages of the research projects and introducing an effective mechanism for control of the published research results.

**Measure 2.3.3.** Prioritizing the research projects and the inclusion of students, doctoral students, young researchers and foreign researchers in the research teams.

**Measure 2.3.4.** Encouraging fund raising from external sources for the co-financing of the research projects.

### **Priority 2.4. Encouraging the active involvement and participation in nationally funded research projects.**

**Measure 2.4.1.** Encouraging the participation of academic faculty/ researchers, doctoral students and young researchers in nationally funded research projects. Relieving

the academic workload of such members of academic faculty/ researchers within a limit set by virtue of an Academic Council decision.

**Measure 2.4.2.** Advertising on the university website the successful nationally or internationally funded research projects in which representatives/researchers from UNWE have taken part.

**Priority 2.5. The promotion of academic instruction at the doctoral degree.**

**Measure 2.5.1.** Analyzing the reasons for the drop-out rate among doctoral students during training and identifying the measures necessary to resolve the issues. Fostering the active academic instruction at the doctoral degree.

**Measure 2.5.2.** Elaborating a system and setting up a structural unit for the management of the academic instruction for doctoral students (a doctoral school) – application, admission, examinations, access to information sources, research, publishing the research results, participation in research projects, defence of doctoral thesis, etc.

**Measure 2.5.3.** Utilizing the financing programs in place for the development and promotion of post-doctoral studies at UNWE.

**Measure 2.5.4.** Developing and offering contemporary forms of doctoral studies – regulating a distance form of doctoral studies; project-based doctoral studies; doctoral studies combining public and private financing; “PhD by publication”, etc.

**Priority 2.6. Encouraging the active conduct of research at the level of basic units and research centers.**

**Measure 2.6.1.** Promoting the activity of the Commission for research promotion and evaluation at UNWE (CRPE), the Faculty Commissions for research promotion and evaluation (FCRPE) and of the scientific secretaries with a view to increasing the publication activity of academic faculty/ researchers. Creating and maintaining a database containing topical information about: the opportunities for publishing in journals with impact rank or impact factor; the opportunities for participation in research forums in which the scientific results are indexed in Scopus and/or WoS.

**Measure 2.6.2.** Promoting the activity of the research institutes and research centers with a view to their contribution to: raising UNWE’s ranking and evaluation at the national and international level; raising the University’s publication indexes in research journals with impact factor and impact rank; attracting foreign researchers; rendering consulting services to external organizations; the appropriation of funds from external sources and other research activities typical of them.

**Measure 2.6.3.** Setting up an annual research forum at the university level that has been ensured funding for indexing the research results in Scopus and/or WoS.

**Measure 2.6.4.** Setting up a student research center in which interested students should declare their willingness to take part in the research conducted at university and at which students will be assisted in and guided towards possible participation in exploratory, analytical and other types of research.



### **STRATEGIC OBJECTIVE 3.**

*Expanding the scope of UNWE's participation in the European research area and in the international research cooperation*

#### **Priority 3.1. Development of the European University ENGAGE.EU.**

**Measure 3.1.1.** Encouraging the active participation of academic faculty/ researchers and doctoral students in the activities carried out under the European University ENGAGE.EU in the field of science and innovations – creating joint and shared research databases, joint research networks, ENGAGE.EU think-tank, among other (Erasmus+ Programme, KA2).

**Measure 3.1.2.** Encouraging active participation in the elaboration of a common strategy for research and innovations of ENGAGE.EU and drafting action plans in the following areas: international relations and the funding of the university network; innovative entrepreneurial models; human resources development; management of data and open science; effective communications (Horizon 2020, “Science with and for Society”).

#### **Priority 3.2. Increasing the international mobility of academic faculty/ researchers and doctoral students.**

**Measure 3.2.1.** Increasing the outgoing mobility of academic faculty/ researchers and doctoral students for conducting research with a view to the adequate utilization of the opportunities provided under the Erasmus+ program, under other international programs or other bilateral exchange agreements.

**Measure 3.2.2.** Encouraging the participation of academic faculty/ researchers and doctoral students in international research forums held at home or abroad. Providing funding for the participation within the limits set by virtue of the Academic Council's decision.

**Measure 3.2.3.** Encouraging the launch of information campaigns among partner universities with a view to promoting the opportunities for the incoming mobility of foreign researchers and doctoral students.

**Measure 3.2.4.** Organizing and holding international research forums at UNWE with the participation of researchers from abroad. Attracting Bulgarian researchers working abroad as participants in the organized forums.

#### **Priority 3.3. Active involvement and participation in international research networks and partnerships with foreign schools of higher education and research organizations.**

**Measure 3.3.1.** Setting up a mechanism for encouraging academic faculty/ researchers that show initiative with regard to launching new research partnerships with

foreign schools of higher education and maintaining the effective ones in place that yield research results (based on specific cost and benefit analysis).

**Measure 3.3.2.** Initiating talks aimed to expand the network of active academic partnerships with leading foreign universities in the field of social, economic and legal sciences.

**Priority 3.4. Active involvement and participation in international research projects.**

**Measure 3.4.1.** Encouraging the participation of academic faculty/ researchers, doctoral students and young researchers in international research projects. Relieving the academic workload of such members of academic faculty/ researchers within a limit set by virtue of a decision of the Academic Council.

**Measure 3.4.2.** Encouraging the active provision of information and assistance to teams of academic faculty/ researchers set up for the elaboration of proposals for research projects that are applying for funding under European and international programs.

**Measure 3.4.3.** Advertising on the University website the successful international research projects in which representatives/researchers from UNWE have taken part.

**Priority 3.5. Improving the international profile of the doctoral degree programs.**

**Measure 3.5.1.** Encouraging the units that carry out academic training to elaborate joint doctoral degree programs (doctoral degree programs with joint scientific supervision) with universities abroad.

**Measure 3.5.2.** Launching and proposing a set of doctoral degree programs in a foreign language for the distance form of academic training.

**Priority 3.6. Attracting foreign doctoral students and researchers.**

**Measure 3.6.1.** Encouraging the active establishment of contacts with foreign universities that do not offer academic instruction under accredited doctoral degree programs in the field of social, economic and legal sciences with a view to attracting doctoral students from abroad.

**Measure 3.6.2.** The inclusion of foreign doctoral students and researchers in the research team of national and international projects, developed and/or implemented by teams whose basic organization is UNWE, including the network of institutes and research centers at UNWE.

**Measure 3.6.3.** Launching an international program for the attraction of foreign post-doctoral students for temporary employment at UNWE, financed from external sources.

#### **STRATEGIC OBJECTIVE 4.**

*Building an effective relationship “education – science – business”  
and promoting innovations based on scientific results*

##### **Priority 4.1. Encouraging the active establishment of partnerships with business, the government and civil society in the field of research.**

**Measure 4.1.1.** Attracting representatives of business, the public sector and civil society to join in the efforts in creating an educational and research infrastructure and/or in elaborating and implementing research projects.

**Measure 4.1.2.** Participation of representatives of business, the public sector and civil society in the research forums organized by UNWE.

**Measure 4.1.3.** The creation and active work of the consultative councils at the University and faculty Commissions for research promotion and evaluation (CRPE) with the participation of prominent representatives of business, the public sector and civil society.

**Measure 4.1.4.** Elaborating and adopting an updated intellectual property policy of UNWE that is in line with UNWE’s Strategy for research promotion.

##### **Priority 4.2. Rendering consulting services and participation in public policies and programs.**

**Measure 4.2.1.** Developing rules and regulations that govern the procedures and rules for obtaining, processing and responding to the formal enquiries on the part of business, the public sector and civil society about the rendition of consulting services by UNWE.

**Measure 4.2.2.** Active participation of UNWE and the academic staff in the elaboration, monitoring and assessment of public policies and programs.

**Measure 4.2.3.** Elaborating and pursuing a communication policy regulating the dissemination of information in public space about the research interests and professional (consulting) experience of UNWE’s academic faculty/researchers.

**Measure 4.2.4.** Creating a uniform digital portfolio for each member of academic faculty or researcher at UNWE that contains research interests and professional (consulting) experience.

## ORGANIZATION OF IMPLEMENTATION. MONITORING AND CONTROL

UNWE's Research Strategy for the period 2021-2025 shall be adopted by the University's Academic Council. The vice rector for research shall be in charge of the UNWE Strategy's implementation, taking into consideration the latter's essential role for the University's successful development and the achievement of its vision. The vice rector shall provide for the administrative support necessary for Strategy's implementation.

The operational work for the Strategy's implementation shall be performed by the following units:

- Program council for research;
- Commission for research promotion and evaluation;
- Secretary general for science;
- Secretary general for research projects;
- Secretary general /coordinator for international cooperation;
- Secretary general for practical training and business relations;
- Secretary general for web communications;
- Secretary general for computer innovations;
- Secretary general for the internal regulations of UNWE;
- Faculties and departments;
- Research institutes and research centers;
- Center for research and educational projects;
- University center for mobility of students and academic staff;
- Inter-university center for career development;
- Center for computer innovative systems;
- University library;
- Student council;
- institutional coordinators of agreements/memorandums for cooperation signed with foreign partners and
- topic-based working groups of academic faculty/researchers and administrative staff.

The Strategy's success depends on the commitment made on the part of all doctoral students, academic faculty/researchers and administrative staff of UNWE. Undoubtedly, the importance of the active role of all faculties and departments cannot be overestimated.

For the purposes of the operational planning of the specific activities and their control, the Strategy's implementation shall be carried out in two stages: the first stage – the stage of moderate development (2021 – 2023), and the second stage – the stage of accelerated development (2023 – 2025). Each stage involves the implementation of a portion of the Strategy's specific objectives and contributes to the achievement of UNWE's vision.

The Strategy's implementation shall begin with the endorsement on the part of UNWE's Rector of a multiannual ***Operational Plan for stage implementation***. The regular monitoring and control of the implementation shall be conducted by the University's rectors on the basis of the submitted reports for the stage implementation.