

Research Strategy

2024-2027

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1 Foreword

1.1 Research mission and vision

Corvinus University of Budapest (hereinafter: Corvinus) has a *research vision* to be among the best universities in Central Europe in terms of research excellence in economics, business, and social sciences by 2030. To this end, Corvinus' *research mission*, derived from its mission statement, is to build on the rich intellectual tradition of the institution to produce cutting-edge scientific results that will promote cultural, scientific, and technological development, Hungary's competitiveness and contribute to strengthening Corvinus' scientific reputation in Hungary and internationally.

1.2 What is the purpose of the research strategy?

This document sets out the Corvinus Research Strategy 2024-2027 (hereinafter referred to as the Strategy), which builds on the University's rich intellectual tradition and provides a *framework* for adapting to environmental change, contributing to the fulfilment of the University's research mission and vision, and supporting its researchers at both individual and institutional levels to develop their potential. The strategy is aligned with the ideal of academic freedom and the institutional principles set out in the Institutional Development Plan and sets out the path towards the University's main research goals in an ever-changing environment.

1.3 What is not the purpose of the research strategy?

The research strategy does not intend to provide a detailed roadmap for achieving the research objectives, nor does it outline scenarios for the unpredictable turbulence of ever-changing environmental and geopolitical factors. The strategy does not set academic thematic priorities but does set priorities for grant proposals. Researchers know and shape the research directions of their own discipline, so setting academic priorities in stone would reduce institutional agility and limit researchers' ability to play an active role in cutting-edge, dynamically evolving scientific discourses. Nevertheless, in terms of access to research funding, it is essential to identify the topics that are the subject of international¹ and domestic² calls and in which Corvinus has international visibility.

1.4 What does the strategy mean for a researcher of the University?

The strategy aims to create a *supportive environment* for current researchers at the University and for those citizens, such as doctoral students, who wish to become researchers at the University in the future. This supportive environment will foster the development of our researchers, promote international networking, encourage leadership in research and recognise world-class research excellence. Our researchers are the *most important resource* of the University's scientific activities, and we will support them through the tools of the strategy to contribute their best to our mission.

¹ Pl.: Horizon Europe

² Pl.: Neumann János Programme, <https://nkfih.gov.hu/hivatalrol/kfi-szakpolitika/neumann-janos-program>

2 Situation analysis

Through the research strategy, we aim to develop Corvinus' international scientific visibility and embeddedness, its scientific footprint, as well as its academic grant activity and business value creation capacity.

In all three areas, significant **progress** has been made in recent years.

- ✓ Institutional *publication output* increased: between 2018 and 2022, there was a marked *increase* in the number of prestigious international Q1 and Q2 ranked journal articles, with a more than five-fold increase in the number of Q1 and Q2 publications, with 314 such articles in 2022.
- ✓ In terms of international *scientific embeddedness*, the proportion of Q1 and Q2 publications co-authored with foreign co-authors is medium (30%). The most important international co-authoring institution is CEU³, and there are 5 other top 200 institutions in the QS Social Sciences & Management ranking with which Corvinus colleagues have co-authored at least two articles
- ✓ The share and value of *international academic grants*⁴ is also increasing relative to domestic proposals, but there is considerable volatility between years, with the amount of funding awarded in 2022 being HUF 1.265 billion.⁵ It can be observed that in the previous EU research framework programmes Corvinus won more, but smaller grants, and then the amount of funding per proposal gradually increased. This is also due to the fact that researchers are becoming more and more aware of the need to apply for funding and are taking on more professional roles in proposals. In the 2014-2021 Horizon 2020 call period, the University was ranked 8th among Hungarian institutions in terms of the amount of funding awarded.

Despite these achievements, Corvinus faces many **challenges**.

- ✓ Research topics that provide international scientific visibility are typically written in a *niche area* of interest to a narrow academic community, while Corvinus researchers rarely publish in journals that define the development of the disciplines.⁶
- ✓ Nearly half of our colleagues do not publish in international journals, and our international co-authors are typically from institutions ranked low in the QS rankings.
- ✓ Our best researchers stay away from international competitive grants, and the most active applicants are not the colleagues with the highest scientific output.

The position and reputation of the University is adversely affected by a number of **external factors**, creating threats and difficulties in the implementation of the University's research strategy.

- ✓ The *decision of the EU Council* of 15 December 2022 will negatively impact the feasibility of the planned international grant activity⁷, negatively affect international

³ 6 co-authored articles in 2022

⁴ The vast majority of international academic grants at the University are funded by Horizon Europe.

⁵ This includes 2 proposals that the University won last year but could not contract due to the restriction on Horizon Europe grants and contracts. The total amount of the two grants concerned is HUF 1.142 billion.

⁶ Annually one Financial Times top 50 journal publication between 2020 and 2022.

⁷ Under the decision, no legal commitment are possible for newly awarded proposals, although participation in the proposal preparation process is allowed. International consortium leaders are less and less willing to take the risk of submitting a joint proposal with universities funded by public trust foundations ('KEKVA universities').

grant revenues, create institutional reputational risks, and may contribute to the outflow of our best researchers and make international recruitment more difficult.

- ✓ Hungary's *academic freedom index* is deteriorating: a number of academic freedom indices have recently been published⁸, placing Hungary in the bottom 20-30% of the academic freedom index taking into account 179 countries across the world. According to expert assessments, academic freedom aspects may in the future be reflected in the conditions for access to funding.

In the area of research, Corvinus will continue the work already undertaken and build on the achievements to date along the following **3 strategic directions**.

- ✓ Corvinus follows a *differentiating research strategy* prioritising quality and impact over quantity of scientific outputs.
- ✓ *Relevant*: to secure the resources needed to be successful in grant applications, Corvinus should address and integrate into its research topics that make it relevant and fit in with national and international research and innovation priorities. In this context, and in line with Horizon Europe's research priorities and the Neumann János Programme, a particular emphasis will be placed on digitalisation and innovation, sustainability, healthy living, and social well-being. In basic scientific research, in line with the principle of academic freedom and in line with national (e.g., OTKA) and international (e.g., Horizon Europe Marie Curie and ERC) best practices, no thematic priorities will be set.
- ✓ *International*: Corvinus places emphasis on bringing international academics to the University, strengthening the international embeddedness of its own researchers, collaborating with international scientists, networks and participating in applications for research funding.

3 Research strategic goals

Our *research mission* is to produce cutting-edge scientific results at Corvinus that will advance the cultural, scientific, and technological development, Hungary's competitiveness and contribute to strengthening Corvinus' scientific reputation in Hungary and abroad. This requires the creation of a *scientific and research ecosystem* that is continuously evolving, innovative and based on complex support services that strengthen the international academic embeddedness of researchers, research teams and the institution. Accordingly, the *overall research strategic* objectives of Corvinus for the period 2024-2027 are:

- A. *Strengthening scientific embeddedness*: the University considers it important to support the development of the scientific skills of its researchers and to strengthen its scientific embeddedness. Our goals are
 - a. to make research careers attractive for our students and young colleagues, and strengthen the competitiveness of our doctoral students,
 - b. to provide our researchers with opportunities to gain international academic experience at leading universities,
 - c. to involve visiting researchers from abroad more consciously in the public life of Corvinus,

⁸ e.g.: https://academic-freedom-index.net/research/Academic_Freedom_Index_Update.pdf;
https://eua.eu/downloads/publications/2023%20eua%20autonomy%20scorecard_hungary.pdf;
<https://eua.eu/component/tags/tag/51-academic-freedom.html>

- d. to regularly invite more researchers from abroad to internal research seminars and short workshops,
 - e. to strengthen Corvinus' presence in international scientific fora.
- B. *More high-profile publications, greater scientific and social impact:* The university believes it is important to develop an academic research ecosystem that increases the relevance and scientific impact of its research. Our goals are
 - a. to further improve the quality of publications affiliated to Corvinus,
 - b. to increase the scientific impact of publications,
 - c. to make research results more visible to non-academic stakeholders, with closer contact, dialogue and cooperation,
 - d. to provide more platforms (e.g., international scientific conferences) to strengthen the international scientific brand of Corvinus.
- C. *More high-profile research projects:* The university believes it is important for its researchers to engage more boldly in research projects, strengthening collaborations with leading international universities. Our goals are
 - a. to involve Corvinus in more and larger research projects in terms of scientific value, in which cooperation with prestigious institutions is possible,
 - b. to engage colleagues who can successfully apply for national and international grants for scientific excellence,
 - c. to establish a research support ecosystem that takes the administrative burden off researchers.

4 How do we get to the goals?

To achieve the above results and the strategic research directions outlined earlier, Corvinus will continue to operate the systems that have been the engine of growth in the past, modify some of the tools and introduce new ones during the period of this strategy. The instruments already available to boost research and academic grant activities are set out in the Report on Grants and Research Activities⁹, a document that was accepted by the Senate on 4 April 2023, therefore this strategy only covers the instruments that *will be modified*, or *new ones* added.

4.1 Scientific excellence

Corvinus prioritises *quality and impact* of academic work over quantity. Corvinus considers it important to increase the number of highly cited scientific works. Citations are positively correlated with the scientific rank of the source and foreign co-authored publications typically have more citations, therefore Corvinus will modify the CKK¹⁰ Prize to better serve its strategic objectives. The CKK Prize will be further developed to give priority to publications that

- ✓ contribute to our advancement in the QS Social Sciences and Management ranking, thus strengthening our impact on the publication performance ranking.
- ✓ are written in collaboration with researchers from prestigious universities, thus increasing the citation rate of publications (international collaborations receive more citations).

⁹ <https://www.uni-corvinus.hu/fooldal/egyetemunkrol/szenatus-egyetemi-testuletek/szenatus/>

¹⁰ Corvinus Research Excellence Award (Corvinus Kutatási Kiválóság Díj)

- ✓ are published in the flagship journals of a discipline, recognising when our colleagues contribute to the scientific mainstream of disciplines in addition to niche areas.

Besides, Corvinus will establish a prize

- ✓ called Corvinus Long-Term Academic Impact, which will be awarded to Corvinus authors of journal articles with the highest citation and academic impact over a specified period.
- ✓ called Corvinus Early-Stage Researcher Award to recognise the achievements of young researchers under the age of 40.

4.2 Developing research competences, multiplier effect

Corvinus aims to develop cutting-edge research competences in a larger group of its colleagues and thus achieve a multiplier effect. The way to achieve this is through recruiting new colleagues and developing existing colleagues.

CIAS¹¹ has a key role to play in attracting *foreign colleagues* to Corvinus and in disseminating the research competences that flow in. Corvinus will strengthen the *institutional development* role of CIAS:

- ✓ CIAS plays a key role in the achievement of Corvinus' goals pertaining to research-publication, domestic and international grants, overseas faculty and researcher recruitment, and corporate revenue generation, thereby supporting Corvinus in achieving its relevant strategic objectives.
- ✓ We consider it important that junior fellows coming to CIAS who wish to continue their career at the University join an existing Corvinus research group, allowing them to be associated as postdoctoral researchers for periods of more than 5-10 months.
- ✓ We encourage these young researchers to apply for a Marie Curie grant.¹²
- ✓ When selecting mid-career researchers, we pre-define which ongoing projects they can be associated with.
- ✓ As a service performance development activity, CIAS researchers' mentor Corvinus researchers and provide feedback on grant applications from Corvinus colleagues (peer-review, friendly review).
- ✓ CIAS pays particular attention to attracting researchers from abroad who are able to obtain ERC grants.¹³

Corvinus supports the development of academic excellence of its *own colleagues*. Corvinus currently has some ERC eligible researchers among its staff. Corvinus is therefore developing a personalised programme to support potential ERC researchers. The planned elements of this are:

- ✓ Mentoring of ERC eligible researchers - buying an external advisory service from the market, including, for example, the preparation for the ERC interview.
- ✓ Developing a support policy: providing a working time discount during the ERC proposal writing period.

¹¹ Corvinus Institute for Advanced Studies

¹² Horizon Europe funding opportunity, considered the "forerunner" of the ERC

¹³ European Research Council grant, typically a monobeneficiary Horizon Europe grant, linked to an excellent researcher and not to an institution. There is great academic recognition in winning this type of grant; topics are not pre-defined (it is based on the researchers' scientific interests)

- ✓ Internal call for proposals: the University will develop an internal ERC support call to provide resources for international networking (e.g., short secondment at a leading university, research data acquisition) for excellent researchers. The selection of topics for the internal ERC pre-proposal will be done in a bottom-up manner, the evaluation criteria being research excellence and the submission of an ERC proposal.

Corvinus will continue to support colleagues who have *not had a strong focus* on international publication in their academic career, but who wish to contribute to the international scientific discourse in their field of study through publications. To this end:

- ✓ Organises international academic writing courses.
- ✓ Provides personalised mentoring (e.g., with CIAS colleagues).
- ✓ Through the Workflow system, it continues to provide a range of support, such as participation as a speaker at prestigious international academic conferences, where colleagues can receive valuable feedback to further develop their manuscript; or funding for copy-editing services under specific conditions.

Corvinus supports the international experience, integration and competence development of Corvinus colleagues. To this end:

- ✓ C-PAP (Corvinus Fellowship Programme for Teaching, Research and Service, a six-month period at a foreign university, is being relaunched with greater involvement of the heads of the institutions, building on the experience of the pilot programme.
- ✓ Supports short-term (~1 month) research visits.
- ✓ Increases the budget for inviting leading researchers in the disciplines (Corvinus Research Seminar - currently allows for approximately one researcher per institute per year) to better connect university researchers to the scientific mainstream and to develop personal contacts with leading researchers.
- ✓ Provides methodological training related to research.

4.3 International science diplomacy and academic reputation

As part of the University's research strategy, Corvinus will increase its participation in *research-focused umbrella organisations*¹⁴, in addition to educational and accreditation-related networks, thus enhancing the University's international visibility and reputation. This visibility indirectly contributes to the increase of the University's academic reputation index, which is also reflected in the QS subject ranking.

- ✓ With the involvement of the Vice President for International Relations, the possibility of Corvinus' involvement in international organizations should be reviewed, deciding in which organization Corvinus should be more prominently exposed.
- ✓ Developing a research-focused presence in the international arena, alongside education, and making the institutional research profile more prominent.
- ✓ Assigning a liaison officer (science diplomatic representative) at the Horizon Europe headquarters in Brussels to represent Corvinus.

¹⁴ At the international level, there are a number of umbrella organisations that do not bring institutions together from a specific academic/scientific thematic point of view, but aim to discuss aspects of science assessment (e.g. COARA: Coalition for Research Assessment, or other aspect (e.g. UNICA (<https://www.unica-network.eu/>), a Network of Universities from the Capitals of Europe).

An effective way to build an international academic reputation is to *organise scientific conferences* at Corvinus. To ensure that as many events as possible can take place within the walls of the University, Corvinus:

- ✓ supports the organisation of international and flagship national conferences at the university by creating a dedicated budget and providing the necessary resources to ensure a high-quality conference,
- ✓ creates a support function responsible for the operational implementation of scientific events.

4.4 Result-based transformation of the most successful research teams

The University will give priority to supporting its *successful research centres* to put themselves on the international research map and prepare grant proposals. To achieve this:

- ✓ Corvinus will create internal calls for proposals for internationally visible and embedded research groups on topics that are identified in the research priorities of Horizon Europe and the Neumann János Programme, thus facilitating the successful subsequent application activity of the research group.
- ✓ Corvinus supports the research teams' international experience and researcher exchanges, thus contributing to the expansion of its network of contacts.
- ✓ Corvinus provides seed money, access to research data and research assistance to ensure that the members of the research team have the necessary conditions for high quality academic work.
- ✓ The evaluation criteria will be the submission of successful international scientific proposals and attracting international researchers to Corvinus.

4.5 Social impact of research findings

Corvinus will further strengthen the *social impact* of its research findings. To this end, Corvinus

- ✓ will create a Research Impact Accelerator function with the aim and mission to translate scientific results into education and to disseminate the results to relevant societal actors,
- ✓ strengthens the science communication function by showcasing the wide range of research activities at the University (pitch videos, science communication experts),
- ✓ establishes a Corvinus Research Creativity Award for researchers and doctoral students to present their scientific achievements in the form of a creative short video.

4.6 Strengthening grant application activities

Corvinus will continue to focus on *competitive research grants*. These international academic grants primarily *do not* fund the institutional operation, to which they can only make a small contribution, but cover additional professional tasks, the costs of implementing a research plan. They are therefore of more professional than financial importance: they help to catch up with competitors, enhance the academic reputation and thus help to move up the rankings.

To stimulate the grant application activity, Corvinus aims

- ✓ to increase the participation and involvement of colleagues in research projects by developing international researcher contacts.
- ✓ to encourage closer cooperation with partner universities in writing joint national and EU scientific proposals, segmenting partner universities according to the universities with which they wish to develop closer links, and joint reflection on future trends.
- ✓ to further strengthen its research management function by developing administrative project management support.
- ✓ to create a research competences map to showcase research competences within the university to the outside world.
- ✓ to organise training for doctoral students to inform them about available funding opportunities at the earliest stages of their research careers.
- ✓ to explore and promote internally the alternative forms of funding available and relevant to Corvinus, but not affected by the EU Council decision of 15 December 2022.

4.7 Developing the Workflow system

Colleagues can access research-related support opportunities through the *Workflow*¹⁵ system. To achieve the goals set out in the strategy, Corvinus will *enrich Workflow with the following elements*:

- ✓ Research assistance: aim to involve young researchers in scientific work by taking the administrative burden off the shoulders of senior researchers and by enabling them to carry out research tasks requiring lower skills.
- ✓ Participation in professional conferences: aims to broaden the horizons of research colleagues by attending events for practitioners in addition to academic conferences.
- ✓ Research data purchasing: university supports access to research data, particularly Hungarian corporate panel data¹⁶, and international panel data
- ✓ Expansion of scientific conference attendance: Corvinus already supports the participation of colleagues as speakers at prestigious international conferences, and this expansion will further help colleagues to become internationally embedded in science.
- ✓ Article Processing Charge: recently, a number of prestigious publishers have started to charge a fee for the review process, this is supported through the Workflow system.
- ✓ Participation in domestic conferences: in addition to the international scientific embeddedness, Corvinus considers it important to actively participate in the domestic scientific community, and therefore continues to support the participation of colleagues in important domestic events in the field.
- ✓ First-round foreign language proofreading of peer-reviewed articles submitted to top-ranked journals: the Workflow system has so far funded proofreading of second-round peer-reviewed articles, but now also funds pre-submission proofreading for top-ranked journals.

¹⁵<http://workflow.research.uni-corvinus.hu>

¹⁶ e.g. KRTK corporate data

5 Performance indicators

The Research Strategy summarises *non-exclusive* performance indicators that can serve as quantitative indicators to monitor the implementation of the strategy. The achievement of the objectives is conditional on the availability of a budget linked to the Research Strategy presented in the Institutional Development Plan.

5.1 Scientific embeddedness

Indicator	2020	2021	2022	2023	2027
Doctoral student with a degree enters the international job market ¹⁷	0	0	0	in progress ¹⁸	20%
Invite a foreign researcher to a short research workshop ¹⁹	NA ²⁰	NA	8	15	50
Participation of colleagues as speakers at prestigious international scientific conferences ²¹	NA	NA	100	150	220
Number of CIAS visiting fellows ²²	7	8	24	24	45
Number of internal workshops organised by CIAS / trainings / mentored colleagues ²³	6/2/3	6/3/4	8/5/11	11/7/15	15 / 10 / 60
Hosting of a foreign postdoctoral researcher at Corvinus within the Horizon Europe Marie Curie Framework Programme ²⁴	0	1	0	0	5
Short or medium-term research experience / study visit to QS top 200 universities ²⁵	0	0	1	0	25

¹⁷ source: CDI Dean Office (number of doctoral students with a degree entering the international job market / number of graduated doctoral students)

¹⁸ source: data request in progress

¹⁹ source: Workflow system (Corvinus Research Seminar, number of workshops)

²⁰ Not measured or events cancelled due to COVID or held online

²¹ source: Workflow system (Participation in international conferences, number of participations)

²² source: CIAS Dean Office

²³ source: CIAS Dean Office

²⁴ source: ERGO, this type of grant can only be hosted at Corvinus if the EU restriction is lifted (number of postdoctoral students)

²⁵ source: Workflow system (C-PAP, number of study visits)

5.2 Publications, social impact

Indicator	2020	2021	2022	2023	2027
D1 /Q1 /Q2 publications ²⁶	48/101 /57	71 /166 /71	97/212/99	76/188/94	140 /250 /100
Q1 publications with international co-author ²⁷	NA	NA	30%	in progress	50%
Q1 publications with co-author from top university ²⁸	NA	NA	6%	in progress	15%
Financial Times top 50 journal publications ²⁹	0	1	1	1	3
CABS 3, 4 and 4* journal publications ³⁰	19	27	40	36	55
International conferences with 500+ / 100-200 participants	0 / 7	0 / 0	1 / 9	in progress	1 / 15
Programmes and visitors at Researchers' Night	NA	200	300	300	500

5.3 High-profile research projects

Indicator	2020	2021	2022	2023	2027
Number of submitted ERC applications ³¹	0	0	1	2	6
Number of submitted Widening / ERA applications ³²	0	0	2	1	4
Number of submitted Horizon Europe applications	13	9	16	12 ³³	30

²⁶ number of Q1 publications includes the number of D1 publications; source: MTMT, date of query: 28.11.2023

²⁷ source: own calculation based on MTMT, date of query: 28.11.2023

²⁸ source: own calculation based on MTMT, date of query: 28.11.2023

²⁹ source: own calculation based on MTMT, date of query: 28.11.2023

³⁰ source: own calculation based on MTMT, date of query: 28.11.2023

³¹ source: ERGO, this type of grant can only be accepted from Corvinus, as a host institution, if the EU restriction is lifted

³² source: ERGO, this type of grant can only be accepted from Corvinus, as a host institution, if the EU restriction is lifted

³³ We dropped out of approx. 10 research grant proposals because the consortium did not agree to work with a KEKVA University, 6 (January-August), 6 (September-)

Indicator	2020	2021	2022	2023	2027
Number of submitted international grant applications ³⁴	14	9	27	40 ³⁵	60
Number of participation in networking events ³⁶	NA	NA	7	9	25

6 Action plan

Initiative	Related goal ³⁷	Schedule	Contributors
1. Scientific excellence			
Revised CKK	B	2025	✓ Research Management ✓ Library ✓ Research Committee
Establishment of Corvinus Long Term Academic Impact Award	B	2024-	
Establishment of Corvinus Early Stage Researcher Award	A	2024-	
2. Research skills, multiplier effect			
Strengthening the institutional development role of CIAS	A, B, C	2024-	✓ CIAS
Support of ERC qualified researchers (pl.: Enspire science courses, consultations)	C	2024-	✓ ERGO
Catching up with non-publishing colleagues	A	2024-	✓ Research Management
International experience for Corvinus colleagues (providing visiting scholar opportunities abroad)	A, B, C	2024-	✓ Research Management

³⁴ Horizon Europe, Erasmus+, Interreg, International Visegrad Fund, European Partnerships etc.

³⁵ 17 (January-August), 23 (September-)

³⁶ source: Workflow system (Participation in networking events, number of participations)

³⁷ Goals according to Chapter 3 of the document. A: Scientific embeddedness; B: Publication, social impact; C: High-profile research projects.

Initiative	Related goal ³⁷	Schedule	Contributors
Expansion of Corvinus Research Seminar	A	2024-	✓ Research Management
Cutting-edge research methodology-focused international training courses, workshops (e.g., EIASM)	B	2024-	✓ HR ✓ Research Management
3. International science diplomacy, academic reputation			
Developing a research-focused presence in Corvinus’ the international arena, alongside education, and making the function more prominent.	A	2024-	✓ ERGO ✓ Research Management ✓ International leader
Science diplomatie international visits to inter-university umbrella organisations	A	2024-	
Brussels-based liaison officer - Corvinus science diplomacy representative	A, B	2024-	
Financial support for conference (inc. scientific conferences) organization (e.g.: Keynote speaker, etc.)	B, C	2025-	✓ Research Management ✓ Communication ✓ Chancellery
Creation of conference (inc. scientific conferences) organizer function	B, C	2025-	
4. Result-based transformation of the most successful research teams			
Internal research team call, development of research competence centres	B, C	2025-	✓ Research Management
5. Impact of research finding			
Creation of Research Impact Accelerator function	B	2025-	✓ Research Management ✓ Library ✓ Communication
Strengthening science communication, pitch videos, hiring science journalists	B	2024-	

Initiative	Related goal ³⁷	Schedule	Contributors
Establishment of Corvinus Research Creativity Award	B	2025	<ul style="list-style-type: none"> ✓ Research Management ✓ CDI
6. Strengthening grant application activity			
Strengthening the international embeddedness of ERGO colleagues, developing grant application services (training for colleagues, consultations, expert fees)	C	2024-	<ul style="list-style-type: none"> ✓ Research Management ✓ ERGO
Technical advice on proposals, peer review of proposals	C	2024-	<ul style="list-style-type: none"> ✓ ERGO
Establish, maintain, and continuously improve research competence map	C	2024-	<ul style="list-style-type: none"> ✓ Research Management ✓ ERGO ✓ Digital Services
Networking, consortium building, participation in pre-proposal events	C	2024-	<ul style="list-style-type: none"> ✓ Research Management ✓ ERGO
7. Development of Workflow system			
Research assistance (new element, working more efficiently, involving young researchers, more prestigious publications, more projects)	B	2024-	<ul style="list-style-type: none"> ✓ Research Management
Participation in professional (non-scientific) conferences (new element - professional public relations, more relevant research, corporate projects)	B, C	2024-	<ul style="list-style-type: none"> ✓ VIK ✓ Research Management
Research data acquisition (new item, empirical data, databases, better articles)	B	2024-	<ul style="list-style-type: none"> ✓ Research Management

Initiative	Related goal³⁷	Schedule	Contributors
Increase of scientific conference participations (further development of extant research element)	B	2024-	✓ Research Management
Article Processing Charge (publication fee support) (new element, more publications)	B	2024-	✓ Research Management
First-round foreign-language proofreading of outstanding articles (new element, more publications)	B	2024-	✓ Research Management