



## Personal information

Surname(s) / First name(s) **Paunescu Mihai**

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Nationality Romanian

Gender Male

## Work experience

Dates currently

Name and address of employer National University of Political Studies and Public Administration  
Faculty of Political Sciences  
30A Expozitiei, Bucharest, Romania

Type of business or sector Higher education and Research

Occupation or position held Professor – Vice-Rector for Research

Main activities and responsibilities Lectures in methodology of social sciences, public management, educational policy, sociology of organizations, public and non-profit sector management.

Research activity / coordination & participation in projects:

- ⇒ Member of the Steering Committee of **CIVICA** - The European University of Social Sciences unites ten leading European higher education institutions in the social sciences, humanities, business management and public policy.
- ⇒ Member of the Project Design Team and national coordinator of **CIVICA Research** – a European cooperation **Horizon** project for enhancing the research capacity, cooperation and competitiveness of research and innovation in the CIVICA member universities.
- ⇒ Project Manager - POSDRU/18/1.2/G/11495 - "*Academic innovation and success on labor market*" which aimed at evaluating the professional for three study fields, adapting the university curricula for three domains, and implementing a curriculum based on *blended learning*
- ⇒ Project Manager - *Transfer of good practices for enhancing the capacity for online tutoring* – SNSPA, - a Leonardo da Vinci Programme of the European Commission 2008 - 2010. The project aimed at researching the training needs of the university staff that delivers e-learning programmes in higher education and implementing a staff training programme from the Institute of Education, London, UK.
- ⇒ Project Manager *OBSEER - ERASMUS contribution to the development of European Dimension of students' qualifications from Candidate Countries* – SNSPA, a comparative European study on students' mobilities and the internationalisation of higher education
- ⇒ Project Manager *E-learning – A new agenda for universities from Candidate Countries* – SNSPA, project financed by the European Commission, 2004-2007 carrying a European study on e-learning development strategies for higher education.
- ⇒ Coordinator of the research activity in the European Social Fund project – *Strategies for innovating the management of labor relations in the medical sector in the Bucharest Region*. The activity consisted in the evaluation of the human resources management and the policies for the reconciling of private and professional life in the medical sector in the Bucharest Region.
- ⇒ Member of the research team in the project – *Needs and priorities for the institutional change in Romania – evaluation of the curricular reform in the Romanian school education: the opinions and perceptions of stakeholders – students, parents, teachers* – a qualitative research financed by the National Research Council, 2006-2007
- ⇒ Member of the research team in the project *European Social Survey – Round 3* – SNSPA, financed by the National Research Council, 2006-2008
- ⇒ Member of the research team in the project *Institutional Reconstruction in Romania - Trends and Challenges in the Context of Romania's Integration in the European Union* – SNSPA financed by the National Research Council, 2006-2009
- ⇒ Member of the Internal Quality Assurance and Audit Committee

Dates	2023 - current
Name and address of employer	Ministry of Education through The Executive Agency for Higher Education Research, Development, Innovation and Funding Str. Mendeleev nr. 21-25, sector 1, cod 010362 Bucuresti
Type of business or sector	Higher education and Policy
Occupation or position held	Member of the National Commission for Financing Higher Education
Main activities and responsibilities	Elaborate and deliberate on the principles and methodology for allocating public funding to higher education institutions, including base funding, performance-based funding a project based funding
Dates	2023
Name and address of employer	The World Bank Group - Romania, str. Vasile Lascăr, nr. 31, sector 2, Bucharest
Type of business or sector	Consultancy
Occupation or position held	Consultant
Main activities and responsibilities	Consultant for educational policy and performance indicators regarding the elaboration of the Institutional Strategic Plan for 2023-2027 for the Ministry of Education, program budgeting and performance indicators.
Dates	2022 - 2023
Name and address of employer	The Executive Agency for Higher Education Research, Development, Innovation and Funding Str. Mendeleev nr. 21-25, sector 1, cod 010362 Bucuresti
Type of business or sector	Higher education and Policy / Impact Assessment
Occupation or position held	Expert educational policy
Main activities and responsibilities	Educational policy expert and quantitative researcher for the assessment of the impact of the educational policy regarding the professionalization of teaching career through Didactic Masters' Program Expert and lead in the research team for the strategic project no. POCU/864/6/21/140783/ - Teaching career start through Didactic Masters' Program
Dates	2021 - 2022
Name and address of employer	The Executive Agency for Higher Education Research, Development, Innovation and Funding Str. Mendeleev nr. 21-25, sector 1, cod 010362 Bucuresti
Type of business or sector	Higher education and Policy
Occupation or position held	Expert – methodology for measuring university dropout
Main activities and responsibilities	Expert and lead in the research team for the strategic project no. POCU/472/6/8/126766/ - Quality in higher education: Elaboration of methodology for measuring dropout and completion; Elaboration, structuring, cleaning and preparing the quantitative database in Stata; Measuring the university dropout using the cohort longitudinal method; Elaboration of the report and coordinator of the final volume.
Dates	2012 - 2023
Name and address of employer	European Commission – DG Education & Culture, Education, Audiovisual & Culture Executive Agency (EACEA)
Type of business or sector	Education policy / project and program evaluation
Occupation or position held	EU expert
Main activities and responsibilities	Ex-ante and ex-post project evaluation in the fields of school education, higher education, e-learning and vocational education. Evaluation of project proposals submitted in the Erasmus+ Programme - KA3 - European Policy Experimentations / Support for Policy Reform Forward Looking Cooperation Projects / Social Inclusion through Education, Training and Youth Evaluation for the European University Initiative ; ex-ante project evaluation, progress and final reports evaluation Program evaluation of the Erasmus+ Key Action 3 – Policy experimentation in several calls in 2017, 2019, 2021 Key Speaker in the <i>Information meeting on European policy experimentations in the fields of Education and Training</i>
Dates	2016-2017
Name and address of employer	The World Bank Group - Romania, str. Vasile Lascăr, nr. 31, sector 2, Bucharest
Type of business or sector	Research and consultancy
Occupation or position held	Consultant

Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ Consultant for educational policy within the projects Strengthening the Planning and Budgeting Capacity at the Center of Government and in Selected Line Ministries /</li> <li>▪ The elaboration of the Institutional Strategic Plan for 2017-2020 for the Ministry of Education and Scientific Research.</li> </ul> <p>The elaboration of the methodology - design, instruments, indicators - for monitoring and evaluation of educational strategies in Romania (for school education, higher education, vocational education and lifelong learning)</p>
Dates	2015 - 2021
Name and address of employer	The Executive Agency for Higher Education Research, Development, Innovation and Funding Str. Mendeleev nr. 21-25, sector 1, cod 010362 Bucuresti
Type of business or sector	Higher education funding and Policy
Occupation or position held	Expert and policy advisor
Main activities and responsibilities	<ul style="list-style-type: none"> <li>• Analysis of the piloting results of the higher education funding methodology (2014 – 2015).</li> <li>• Participation in the elaboration of funding annual reports (2011 - 2020).</li> <li>• Coordination and report on the results and consequences of performance-based funding for universities for the period 2016-2021, activity carried out within project POCU-INTL 126766.</li> <li>• Longitudinal analysis on applying performance-based funding in Romanian universities that culminated with the publishing of the article: Performance-Based Funding—The Romanian Experience of the Last Five Years (2016–2020), in Curaj, A., Salmi, J., Haĵ, C.M., (Editors) Higher Education in Romania: Overcoming Challenges and Embracing Opportunities 2022   Book chapter</li> <li>• Elaboration of recommendations on applying performance-based funding and indicators in the Romanian higher education institutions.</li> </ul>
Dates	2016
Name and address of employer	Ministry of Finance
Type of business or sector	Research and consultancy
Occupation or position held	Consultant
Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ Consultant for the elaboration of program budgeting of education</li> <li>▪ The elaboration of the methodology - design, instruments, indicators - for monitoring and evaluation of educational program in Romania (for all components of educational policies: school education, higher education, vocational education and lifelong learning)</li> </ul>
Dates	2015-2016
Name and address of employer	Romanian Agency for Quality Assurance in Higher Education
Type of business or sector	Higher education and Research
Occupation or position held	Scientific Expert within the ESF project <i>POSDRU/155/1.2/S/141894 Developing and consolidation of a quality culture in the Romanian higher education - QUALITAS</i>
Main activities and responsibilities	<p>Coordination of the survey research; Design of the research methodology; Data gathering; Data analysis; Reporting</p> <ul style="list-style-type: none"> <li>▪ Design, coordination and elaboration of the Quality Barometer for Romanian Higher Education System - 2015</li> <li>▪ Survey research - elaboration of questionnaires, interviews, focus-groups; data collection and analysis</li> </ul>
Dates	2014-2015
Name and address of employer	The Executive Agency for Higher Education Research, Development, Innovation and Funding Str. Mendeleev nr. 21-25, sector 1, cod 010362 Bucuresti
Type of business or sector	Research and higher education
Occupation or position held	Scientific Expert within ESF project <i>POSDRU POSDRU/155/1.2/S/141278 (Evidence-based policy making in higher education)</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ Methodological planning of the research of the Romanian higher education graduates' insertion on the labor market</li> <li>▪ Coordination of the research</li> <li>▪ Co-author of the research reports</li> </ul>
Dates	2015-2016
Name and address of employer	Romanian Prime Minister's Chancellery / The World Bank Group - Romania, str. Vasile Lascăr, nr. 31, sector 2, Bucharest
Type of business or sector	Research and consultancy
Occupation or position held	Consultant

Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ Consultant for educational policy within the project Strategic Planning and budgetary programming in Romania.</li> <li>▪ The elaboration of the Institutional Strategic Plan for 2015-2017 for the Ministry of Education and Scientific Research</li> </ul>
Dates	2012
Type of business or sector	Research
Occupation or position held	Sociologist within the project POSDRU <i>Acting responsibly – Social network Corporate Social Responsibility</i>
Name and address of employer	JCI România Calea Victoriei, nr. 224, bl. D5, et.4, ap.15, sector 1, Bucuresti
Main activities and responsibilities	Coordination of the research; design of qualitative research methodology; Qualitative data analysis; Quantitative data analysis; reporting
Name and address of employer	Romanian Agency for Quality Assurance in Higher Education
Dates	2008 - 2011
Type of business or sector	Higher education / Quality assurance
Occupation or position held	Deputy Coordinator of Research within the European Social Fund project POSDRU/2/1.2/S/1 <i>Quality assurance in the Romanian higher education in European context. Development of academic quality management at system and institutional level - ACADEMIS</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ The evaluation of the national system of higher education.</li> <li>▪ Planning and elaboration of the research scheme and protocols.</li> <li>▪ Design and coordination of the overall research.</li> <li>▪ Coordination of the research report.</li> </ul>
Dates	2008 - 2009
Name and address of employer	Centrul Educația 2000+ Str. Căderea Bastiliei nr. 33, București
Type of business or sector	Education / Consultancy
Occupation or position held	Key Expert – Coordination of research activity within the project PHARE 2006, RO2006/ 018-147.05.01 <i>The adaptation of higher education to the labor market needs</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>▪ The evaluation of the fitness between the university qualifications and the labor market needs in four study fields: law, communication studies, mechanical engineering, computer science</li> <li>▪ Research activity, design and implementation.</li> <li>▪ Coordination of research teams.</li> <li>▪ Focus-groups sessions in five university centers.</li> <li>▪ Participation and coordination of research reports.</li> </ul>
Dates	2008 - 2014
Name and address of employer	Independent Expert – Education, Audiovisual & Culture Executive Agency (EACEA) – DG Education & Culture, European Commission
Type of business or sector	Education / Consultancy
Occupation or position held	EU Expert – Education, Audiovisual & Culture Executive Agency (EACEA) – DG Education & Culture, European Commission
Main activities and responsibilities	Contents evaluation and financial feasibility analysis of project proposals and final reports within the Lifelong Learning and Erasmus+ Programs' transnational projects (School education, ICT).
Dates	1998 - 2002
Occupation or position held	Expert – Programme (Comenius) Coordinator
Main activities and responsibilities	<ul style="list-style-type: none"> <li>Responsible of the institutional contracting and financing of transnational co-operation projects.</li> <li>Responsible of the internal evaluation of Comenius projects.</li> <li>Editing of Newsletters and Guides on Comenius actions</li> <li>Responsible of the organisation of information/dissemination/evaluation seminars and contact seminars for Comenius actions.</li> <li>Teacher training on European dimension in education and project management.</li> <li>Coordination of a Phare – Europe project on raising visibility of European project opportunities and project management for school headteachers.</li> </ul>

Name and address of employer	Socrates National Agency 1, Schitu Magureanu, 050025, Bucharest, Romania
Type of business or sector	Public Authority
Dates	1997 - 1999
Occupation or position held	Researcher
Main activities and responsibilities	Member in the team which conducted the yearly Quality of Life Survey. Data gathering: questionnaires, interviews, focus group discussions. Evaluation of public policies in the field of education and social policy.
Name and address of employer	Institute for the Research of the Quality of Life 13, Calea 13 Septembrie, 050718, Bucharest, Romania
Type of business or sector	Research Institute
Dates	1999 - 2005
Occupation or position held	Independent Expert – several service contracts
Main activities and responsibilities	Contents evaluation and financial feasibility analysis of project proposals and final reports of Socrates transnational projects (Comenius, Erasmus, Minerva, Grundtvig); tasks/competences: electronic assessment of quality and feasibility of projects and/or progress/final reports, proficiency in database usage, familiarity with Socrates actions, project management skills and experience in working in transnational teams.
Name and address of contractor	Socrates, Leonardo and Youth Technical Assistance Office
Dates	June 2002 – September 2002
Occupation or position held	Independent Expert – service contract
Main activities and responsibilities	Monitoring the selection process and evaluation of proposals submitted under the Phare – Call for projects on human resources development. Evaluations (content evaluation, financial and feasibility) of all applications submitted in North-East Romania Development Region and reporting.
Name and address of contractor	Delegation of the European Commission in Bucharest, Romania

## Education and training

Dates	March 2024
Title of qualification awarded	Awarded a certificate of completion for the Leading Successful Programs: Using Evidence to Assess Effectiveness Program, 3/2024, John F. Kennedy School of Government at Harvard University, Executive Education.
Principal subjects/occupational skills covered	Impact analysis; program evaluation
Name and type of organisation providing education and training	John F. Kennedy School of Government at Harvard University
Dates	From December 1999 - June 2005
Title of qualification awarded	PhD
Principal subjects/occupational skills covered	Sociology. Institutional analysis.
Name and type of organisation providing education and training	University of Bucharest Faculty of Sociology and Social Work
Dates	From October 1997 – June 1999
Title of qualification awarded	Masters Degree
Principal subjects/occupational skills covered	Public Policy
Name and type of organisation providing education and training	University of Bucharest Faculty of Philosophy
Dates	From October 1993 - June 1999
Title of qualification awarded	Bachelor Degree
Principal subjects/occupational skills covered	Sociology

Name and type of organisation providing education and training | University of Bucharest  
Faculty of Sociology, Psychology and Social Work

**Personal skills and competences**

Mother tongue(s) | **Romanian**

Other language(s)

Self-assessment

European level (\*)

**English**

**French**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient user	C2	Proficient user	C1	Proficient user	C2	Proficient user	C2	Proficient user
B2	Independent user	C1	Proficient user	B1	Independent user	B2	Independent user	B1	Independent user

(\*) *Common European Framework of Reference for Languages*

Social skills and competences

- Quantitative and qualitative research in social sciences;
- good ability to adapt to multicultural environments acquired through work experiences abroad.
- ability to work in different projects with different teams at the same time.
- adult education trainer skills acquired in training sessions with school managers and also in conducting university seminars and lectures.

Organisational skills and competences

- managerial capacity acquired through former and current coordinating positions in various teams.
- good experience in project management gained from coordination of various projects to date.

Technical skills and competences

- social research skills: elaboration of research methodology, data gathering through interviews, questionnaires, qualitative and quantitative methods, data analysis and theory building gained through formal education and work experience as researcher.
- higher education training skills gained through formal education and from the teaching position at the university.

Computer skills and competences

- good command of MS Suite, including Excel.
- good command of statistical software packages STATA and SPSS – statistics programme for social sciences.
- Data analysis and data mining.
- good command of Atlas.ti software for analysis of qualitative social data.
- basic command of SQL – database editing.

## Additional information

- Selection of articles,  
books published

Tranzactional costs: incidencies in economics, sociology and political science [Romanian Sociology Review](#) 2002, 3-4, 33-43.

Inter-Disciplinary Theoretical Developments in Organizational Management [Romanian Sociology Review](#) 2004, II, 1, 141-155.

Social Organization and Organizational Fields. An Institutional Analysis, Iasi: [Polirom](#), 2006.

**Erasmus Students' Mobility. Insights from Bulgarian, Polish and Romanian experiences**, Editura Ericom, București, 2007 - co-author with Marius Precupețu.

**Management public in România**, Polirom, Iași, 2008.

**Barometrul Calității 2010. Starea calității în învățământul superior din România**. Brașov: Editura Universității Transilvania din Brașov, 2011 – Coordinated with Lazăr Vlăsceanu, Adrian Miroiu și Marian-Gabriel Hâncean.

**Calitatea învățământul superior din România. O analiză instituțională a tendințelor actuale**, Iasi: Polirom, 2011 – Coordinated with Lazăr Vlăsceanu și Adrian Miroiu

**Policy Paper – Propunere de politici pentru incurajarea diversității instituționale în învățământul superior**, București: QualMedia, 2011 – Co-author with Lazăr Vlăsceanu, Adrian Miroiu și Bogdan Voicu

*Students' Perspectives upon their mobility: The Experiences of Romanian, Polish and Bulgarian Outgoing Students* in Mike Byram and Fred Dervin (editors), 2008, **Staff and Academic Mobility in Higher Education**, Cambridge Scholars Publishing (p. 184 – 204 isbn: 9781847186034)

*Quality assurance approaches in the Romanian higher education: actors, opinions, processes* in C. Rusu (editor), **Quality Management in Higher Education. Proceedings of the 6th International Seminar on Quality Management in Higher Education** (pp. 263 - 266) 2010, Cluj Napoca: UT Press.

*Organizații*, in Lazăr Vlăsceanu (coord.), 2011, **Sociologie**, Iasi: Polirom, p. 171 - 204.

*Internalizing quality assurance in higher education: challenges of transition in enhancing the institutional responsibility for quality* in Peter Scott, Curaj, A., Vlasceanu L., Wilson, L. (editors) **European Higher Education at the crossroads: between the Bologna Process and the national reforms**, Springer, forthcoming – co-author together with Bogdan Florian & Marian-Gabriel Hâncean.

*Students' Attitudes Towards Technology-Enabled Learning: a Change in Learning Patterns? The Case of a Master's Course in Political Science* (2013) in European Journal of Open, Distance and e-Learning – Vol. 16 / No. 1.

*Ranking the Romanian Departments of Sociology. Comparative Results of Different Evaluation Methodologies* (coauthor) in Quality Assurance Review for Higher Education, no.5/ 2013.

*Bureaucracy and Conformist Culture. Case Study: Quality Assurance in Higher Education*, in Revista Reflecții Academice, No. 2, 2013.

"The role of impact evaluation in evidence-based higher education policy-making. The contribution of transparency tools" – coauthor in Salmi, J. et al (eds.), *Romania. Between the Bologna Process and National Challenges*, Springer, Dordrecht, 2014.

**Follow-up and impact of Erasmus mobilities** – presentation within *The European Conference on Students' Mobility* – București, June 2006. (<http://www.students-mobility.ro/en/docs/mihaipaunescu.swf>)

**Students' perspectives upon their mobility: the experiences of Romanian, Polish and Bulgarian outgoing students** – (presentation within *International bilingual conference: Academic Mobility: Blending Perspectives* - University of Turku, Finland 21-23.9.2006 (<http://users.utu.fi/freder/dossier.pdf>))

"Research-driven Classification and Ranking in Higher Education: An Empirical Appraisal of a Romanian Policy Experience" – coautor (with Vîiu, G. -A., Miroiu, A.) in Salah, A.A., Y. Tonta, A.A. Akdag Salah, C. Sugimoto, U. Al (Eds.), *Proceedings of ISSI 2015 Istanbul: 15th International Society of Scientometrics and Informetrics Conference*, Istanbul, Turkey, 29 June to 3 July, 2015, Bogaziçi University Printhouse.

"Ranking Romanian academic departments in three fields of study using the g-index" – coautor (with Vîiu, G. -A., Miroiu, A.) in *Quality in Higher Education*, [Volume 21, Issue 2](#), 2015, DOI:10.1080/13538322.2015.1051794

"The "Black-Box" of Institutional Scores: Analyzing the Distribution of the Values of the H and G Indexes in Medicine Schools in Romania" - co-autor (with V. Proteasa și A. Miroiu) in *Journal of Social Research & Policy*, Volume: 6, Issue: 1

"Research-driven classification and ranking in higher education: an empirical appraisal of a Romanian policy experience" - coautor (with Vîiu, G. -A., Miroiu, A.) in *Scientometrics*, May 2016, Volume 107, [Issue 2](#), pp 785-805 (published online at: <http://link.springer.com/article/10.1007%2Fs11192-016-1860-2>)

"An extension of the Characteristics Scales and Scores: isolating 'inter-institutional' from 'intra-institutional' variance in highly skewed real population distributions" - co-author (with Proteasa, V., Miroiu, A.) in *Proceedings of ISSI 2017 Wuhan: 16th International Society of Scientometrics and Informetrics Conference*, Wuhan, China, 16 October to 20 October, 2017, Wuhan University

"Minimum Representative Size in Comparing Research Performance of Universities: the Case of Medicine Faculties in Romania" - co-author (with Xiaoling Liu, Viorel Proteasa, Jinshan Wu) in *Journal of Data and Information Science* Vol. 3 No. 3, 2018, pp 32–42, DOI: 10.2478/jdis-2018-0013

The citation impact of articles from which authors gained monetary rewards based on journal metrics  
GA Vîiu, M Păunescu - *Scientometrics*, 2021

The lack of meaningful boundary differences between journal impact factor quartiles undermines their independent use in research evaluation - GA Vîiu, M Păunescu - *Scientometrics*, 2021

"Abandonul în învățământul superior românesc - Definiere, măsurare, interpretare" – Daniela Alexe-Coteș, Mihai Păunescu, Mihai-Cezar Hâj – UEFISCDI Publishing House 2022.

"Performance-Based Funding—The Romanian Experience of the Last Five Years (2016–2020)" – co-author (with Andreea Gheba; Gabriela Jitaru) in Curaj, A., Salmi, J., Hâj, C.M., (Editors) *Higher Education in Romania: Overcoming Challenges and Embracing Opportunities 2022* | Book chapter  
DOI: 10.1007/978-3-030-94496-4\_12