



Internationalisation Strategy

**The Bucharest University
of Economic Studies**

2016 – 2027



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Introduction

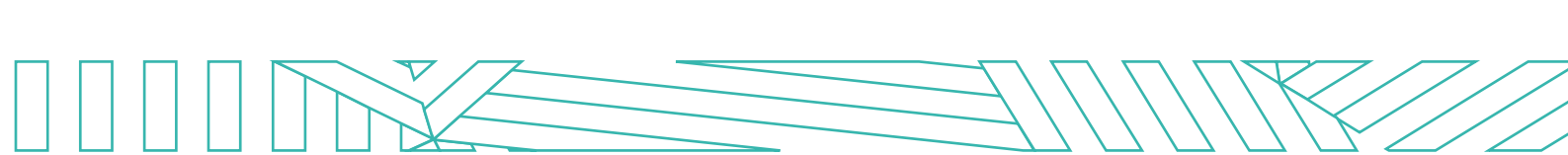
The commitment of the Bucharest University of Economic Studies (BUES) to the internationalisation process represents one of the priorities of the present management team and involves the common effort of the entire academic community and of the support administrative services.

Drawing up the internationalisation strategy of BUES for the 2016-2017 period has been a pragmatic endeavour that accounts for the strategic orientation of the institution over a period of 10 years. The planning process of the strategy took almost 8 months and had the support of the team involved and of the management team of BUES.

Between November-December 2016, a questionnaire on the BUES process of internationalisation was designed and disseminated to the BUES academic staff; following the results obtained, the team was able to identify the main strategic orientations. Between January-May 2017, there were 7 meetings of the team involved, 2 meetings with the Faculty Deans and 7 preliminary versions of this strategy were elaborated. There were also debates on the internationalisation process, involving most of the Pro-Rectors responsible for international relations between 1990-2016.

The BUES findings on internationalisation, the powerful international competition, as well as the present legal and financial constraints call for a **proactive approach of the internationalisation process**, meant to reposition BUES on the global education market, and for a coherent vision in accordance with the specific features of the university and of the national and European contexts. The benefits of the internationalisation process are measurable and they will give good leverage to motivate the academic community and students in our university.

The BUES Objectives of the Internationalisation Strategy are among the priority areas of the internationalisation policies of higher education elaborated by the Ministry of National Education. The Bucharest University of Economics' investment in internationalisation will encourage the quality improvement of the teaching process and will generate an increase in the research activity in order to improve the international reputation of the institution.



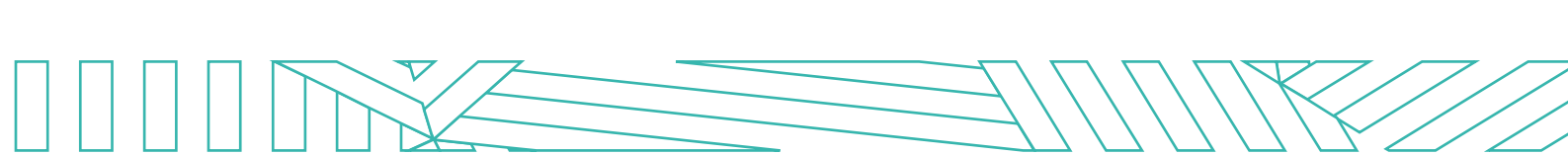
1. Defining the framework for the strategic planning for the internationalisation of the Bucharest University of Economic Studies (BUES)

The internationalisation of the Bucharest University of Economic Studies (BUES) has been a constant effort of our institution over the last 20-25 years, a process in which support instruments such as TEMPUS and the programme of the World Bank in the mid-1990s were developed; these have encouraged the initiation and the development of study programmes and academic infrastructure. These programmes have been further completed by the Socrates/Erasmus programme and the operational programmes financed by the European Union (POSDRU, PODCA, etc.), the main target of which was the encouragement of mobility and the exchange of experience.

The university intends to develop itself at an international level, in line with its centennial tradition and its vocation to be an economics, business and public management school, so that it becomes a visible presence, internationally recognised as **a competitive educational and research option**. This will be possible through its own study programmes, including those with international accreditation or co-organised with other universities; through earning the status of agreeable partner in European projects consortiums, as well as that of institutional member of certain international thematic networks. Internationalisation at sectorial/ national/ institutional level is defined as *the process of integrating an international, intercultural or global dimension into the purpose, functions or delivery of higher education* (Knight, J. 2004).

This definition has been included in the more recent definition of “comprehensive internationalisation” (defined as a commitment, confirmed through action, to infuse international and comparative perspectives into the teaching, research, and service missions of higher education, shaping institutional ethos and core values and involving the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, faculty, students, and all academic service and support units - Hudzik, J. 2011). There is also the comprehensive definition of the OECD (“all processes whose cumulated effect, planned or otherwise, is to ensure the international dimension of expertise in higher education in universities and similar education institutions”).

It is assumed that **the main argument for the internationalisation of higher education is ensuring the competitiveness of the national economy** (Johnston and Edelstein, 1993); however strong, this argument is limited by the reality of the increasingly powerful



dissociation between countries of origin and companies whose activity gradually becomes international, multinational, and finally global.

Within the framework for the strategic planning of internationalisation, BUES aims to achieve the **general objectives established** through the following programme documents:

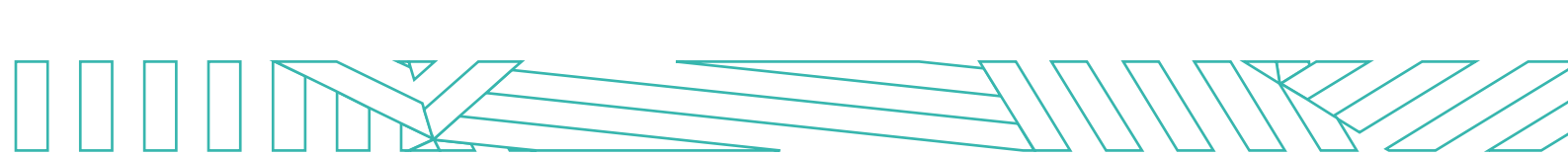
- **The BUES Strategy for 2014-2020**
- **The university management programme of the BUES Rector 2016-2020.**

Thus, through **The BUES Strategy for 2014-2020**, the university intends to reach the following targets:

- To attract students and professors from abroad and to develop a multicultural academic community;
- To improve the reputation of the university and consolidate the BUES brand as a university that provides education and research at an international level;

The university management programme of the BUES Rector 2016-2020 also proposes an integrated approach of the internationalisation problem area, targeting:

- Continuing and consolidating the partnerships with foreign universities, with a view to intensify the mobility of the BUES students and of the academic and research staff, to increase the exchange of experience and to promote common programmes of scientific research, as well as to participate in international scientific events;
- The BUES affiliation to international university networks;
- Supporting, consolidating and developing partnerships with universities from countries neighbouring Romania;
- Encouraging the BUES community members to be part of official state delegations, as well as of certain organisations, such as professional organisations, chambers of commerce, etc.;
- Supporting the participation of students and academic staff in study programmes and internships abroad as part of the internationalisation process;
- Developing study centres focused on different geographic areas of common interest through the support offered to initiatives coming from the faculties;
- Developing the institutional capacity of the International Relations Division (IRD) by offering logistic and financial resources, including the effective operation of the specialised experts network according to different geographic areas;

- 
- Increasing the number of foreign students who come to study at the Bucharest University of Economic Studies;
 - Developing the information support for foreign students and assisting them to integrate in the Bucharest University of Economic Studies academic environment;
 - Promoting the educational offer in foreign languages at an international level;
 - Organising summer schools and international seminars.

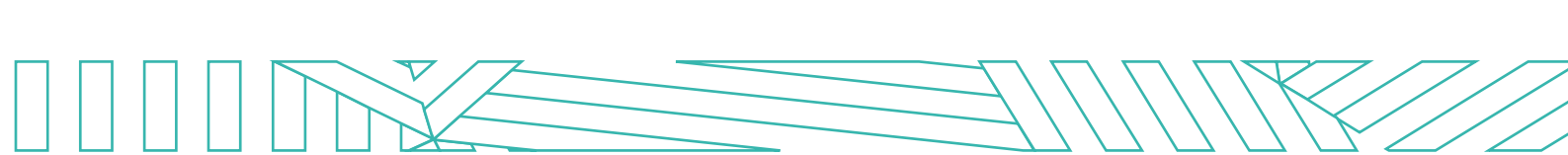
To complete the general view on the process of internationalisation of BUES it is important to mention that in the second part of 2016 a study was conducted regarding the perception of the academic staff on the degree of internationalisation of BUES (see annex 3). Thus, in terms of the objectives deemed feasible for increasing the degree of internationalisation of BUES in the next 10 years, the respondents' answers show that, in general, the suggested internationalisation objectives are considered feasible. Furthermore, we can notice an overall favourable perception of the potential for internationalisation of scientific research and for increasing students' mobility both ways, as well as a more reserved perception of the internationalisation of the curriculum.

2. National and international contexts

Internationalisation is not an isolated phenomenon; its evolution has been influenced by numerous contextual factors and trends. Global, regional and national trends in politics, economy, culture and demographics have an impact on each society and its institutions, including higher education. Alternatively, the general context of higher education influences the manner in which nations and higher education institutions approach internationalisation.

Important global trends that influence the internationalisation of higher education at international and regional levels are represented by:

- The ageing and growing population worldwide;
- The continuous expansion of globalization and of the migration phenomena;
- The harmonisation of higher education with the labour market;
- The internationalisation of scientific research;
- The critical level of intercultural, ethnic and religious tensions and conflicts;
- The continuous expansion of digitization;
- The growing number of national networks and of strategic partnerships;
- The increase of common/ double university study programmes.



Recently, the internationalisation of higher education has gone through structural modifications (Eva Egron-Polak in *Internationalization of Higher Education: Internationalization of Higher Education: Global Trends Regional Perspectives – the IAU 3rd Global Survey Report*, 2012, p. 21), the most important being:

- the transition from the cooperation for “ability development” to the cooperation for creating alliances, in order to make progress in the global competition;
- the transition from ensuring worldwide access to new study programmes for international students to focusing on global intelligence migration;
- the transition from solidarity based on academic partnerships to “strategic partnerships”, based on economic and geopolitical purposes;
- the trend in higher education to emphasise prestige and position in international rankings – a formal approach – to the disadvantage of value-added international experience of the students.

Internationalisation as a strategic process emerged in Europe through the EU Erasmus programme. The programme has created common perceptions and motivation regarding internationalisation in most European countries, which have been consolidated by the Bologna Process. Internationalisation has been integrated at national and international levels in most European countries. Although Europe is globally seen as a model of internationalisation, there is a lot more to be done in this respect. Achievements differ among different countries, with significant challenges in Southern and especially in Eastern and Central Europe. The sustainable development of internationalisation in Europe, Romania included, needs specific political and financial policies in order to balance the priorities identified at EU level (e.g. *focusing on increasing visibility, maintaining a reputation and increasing competitiveness; the competition for talented students and researchers; seeking a strategy that balances short-run economic earnings with long-run economic development and soft power; intensifying the development of strategic partnerships; more attention given to the employability rate and to social involvement*).

A viable future of the internationalisation of our University will need a **permanent dialogue among all stakeholders and the acknowledgement of the fact that mutually beneficial partnerships** represent the basis for a sustainable internationalisation process.



3. Analysis of current situation and future challenges

The strategy proposed in this document is based not only on the internationalization vision and mission undertaken by our university, but also on the reality offered by the analysis of international activities conducted at the BUES level, as well as on the needs and suggestions identified together with students, academics and the administrative staff from the university.

From the point of view of statistical data on international activities at BUES level, the analysis aims to capture the evolution of the following indicators:

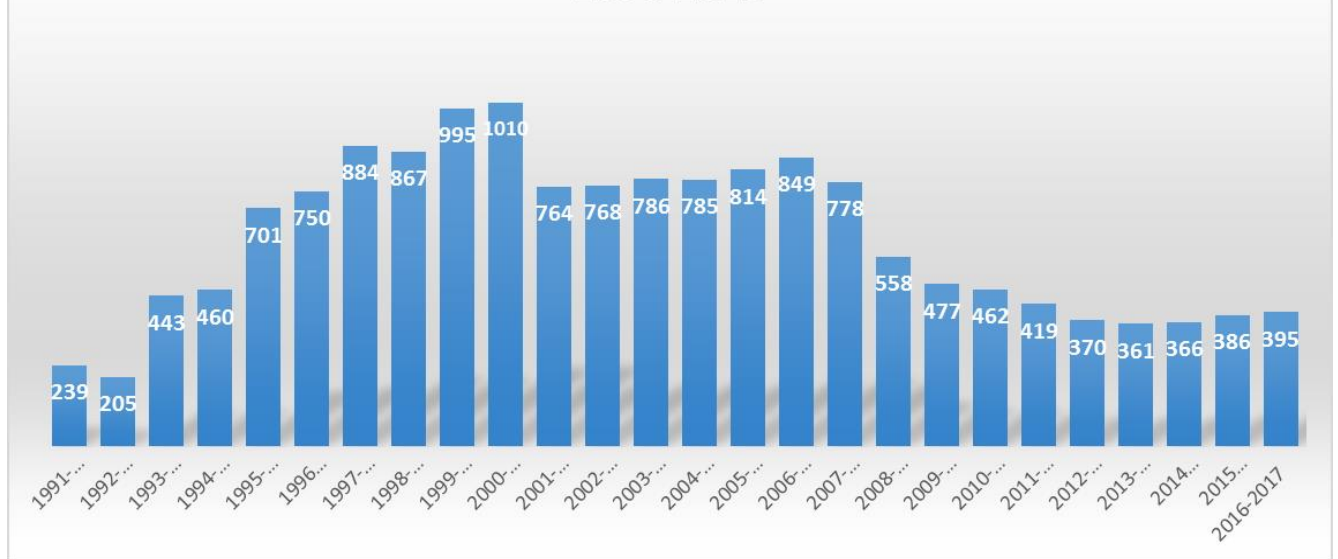
- Number of foreign students enrolled in different BUES study programmes;
- ERASMUS mobility of Romanian students within BUES;
- Mobility of professors within BUES;
- Bilateral and multilateral academic cooperation partnerships.

From the perspective of the academic community's perception of the future approach of the internationalization process, the results of a study conducted at BUES level for this purpose will be further discussed.

3.1. Evolution of the number of foreign students enrolled in the Bucharest University of Economic Studies

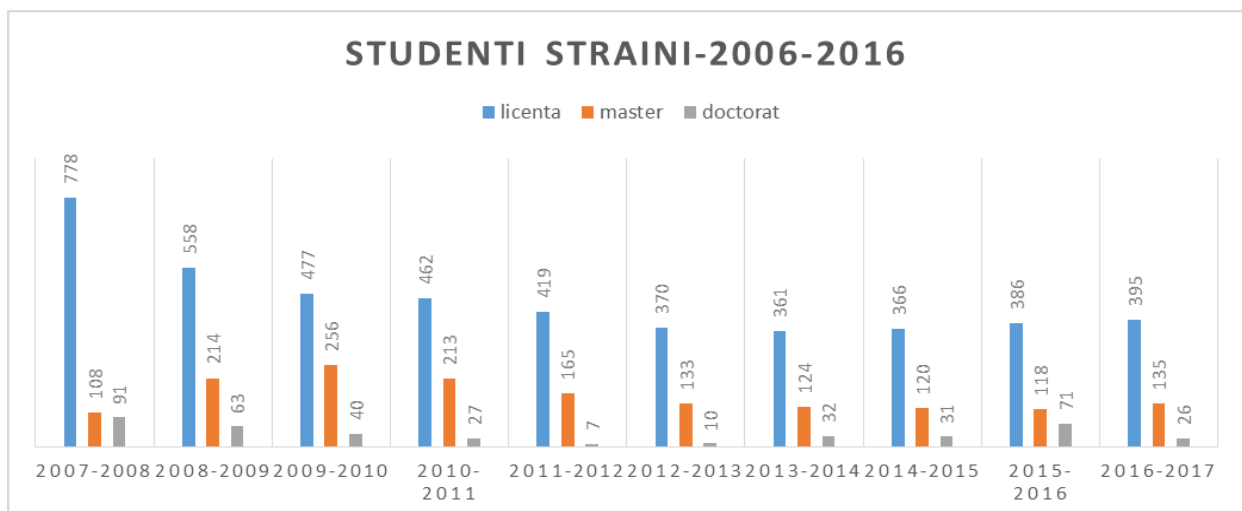
The aggregate analysis of the number of foreign students who have graduated BUES since 1990 shows a fluctuating evolution of this indicator with a growth rate in the period 1999-2000, with a consolidation stage in the range 2001-2007 and with a relative decline after 2008 (a situation explained by the unfavourable international context, the period being marked by the economic and financial crisis that started at the end of 2007). Starting with 2016, the number of foreign students has regained its upward trend, thus creating the premises for a pick-up in the enrollment. All this occurred against the background of an expected improvement in the national visa system. Foreign students from Europe mainly come from Austria, Italy, France, Sweden and from non-EU countries, mainly from Congo, South Africa, South Korea, Guinea, Mongolia, Sudan, Russia, Zaire, Ethiopia, Lebanon, Venezuela, Morocco, Turkey, Nigeria, the USA, Bangladesh, the People's Republic of China, Iraq, the Arab Republic of Egypt, Yemen, Rwanda, Zimbabwe and Algeria.

Studenti straini inscrisi la cursuri de licenta in perioada 1990-2016



Source: IRD, BUES, 2016 – Foreign students enrolled in bachelor’s degree courses between 1990 and 2016

A more in-depth analysis of recent developments over the last 10 years in the dynamics of foreign students enrolled in the three cycles – bachelor’s degree, master’s degree, doctorate - shows a significant gap between bachelor’s and master’s cycles, which can be corrected by promotion policies oriented towards the recruitment pool of potential students in the master's programmes. In addition, the legislative changes regarding the schooling of foreign students have had a negative impact on the tuition figure in the admission process.



Source: IRD, BUES, 2016 Foreign students – 2006-2016 (bachelor, master, doctoral courses)

3.2. Evolution of the number of Romanian students in ERASMUS mobility

In order to ensure an on-going, growing flow of mobility funded through the ERASMUS Community programme, BUES has consistently sought to increase the number of cooperation agreements with partner universities within the European Union. Thus, the number of these agreements has increased steadily, from one university year to another, reaching from 18 agreements in the academic year 2000-2001 to 133 in the academic year 2015-2016. For the academic year 2016-2017, a total of 151 Erasmus partnership agreements were active.

As for the number of outgoing students enrolled in BUES within the Erasmus programme, starting with the academic year 1998/1999 and up to the academic year 2016/2017, 3,288 students participated in mobility study programmes. As regards European students in Erasmus mobility at BUES, the situation for the last 10 years reveals a number of 779 incoming students.

	1998 / 1999	1999 / 2000	2000 / 2001	2001 / 2002	2002 / 2003	2003 / 2004	2004 / 2005	2005 / 2006	2006 / 2007	2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011	2011 / 2012	2012/2013	2013/2014	2014/2015	2015/2016
Număr studenți outgoing - studii - SMS	34	81	123	103	139	168	182	195	233	225	238	275	276	253	187	219	171	186
Număr studenți Erasmus străini (Incoming)	0	20	20	23	24	30	29	38	40	43	37	57	78	66	72	70	68	64

Source: IRD, BUES, 2016

Thus, although efforts have been made to increase the number of ERASMUS mobilities for both outgoing and incoming students, a proactive new approach is needed to support this mobility programme by ensuring an increase in the number of incoming students) at BUES level.

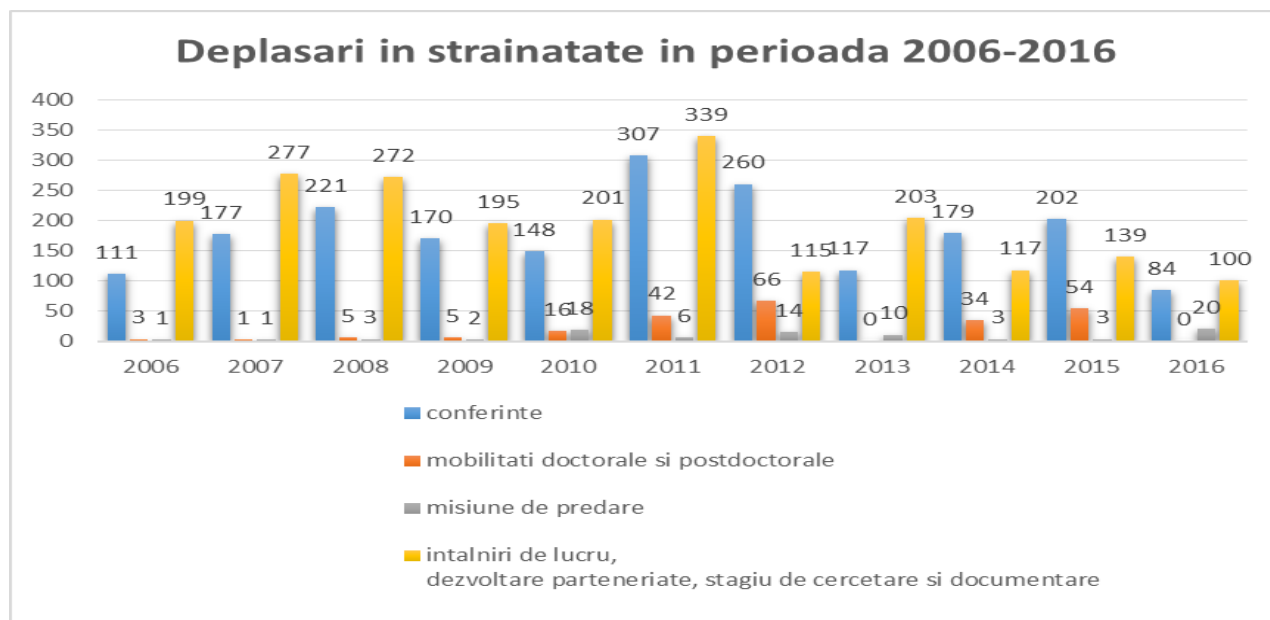
Regarding the situation of Erasmus teachers receiving Erasmus mobility dedicated to teaching assignments within partner universities in the EU, statistics unfortunately provide unsatisfactory data: in the 1998-2016 reference period, only 64 BUES professors participated in teaching assignments (STA) and 46 people attended training sessions (STT).

3.3 Evolution of mobility of BUES professors abroad

The quantitative analysis of this indicator for the period 2006-2016 reveals a positive evolution of the international mobility of teachers within the BUES, with a peak in the period 2011 - 2012, which is explained by the numerous projects financed through POSDRU and

implemented at university level, these projects having an important component of transnational dissemination.

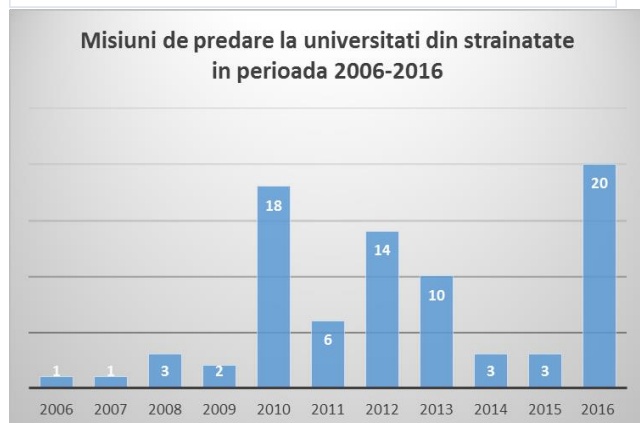
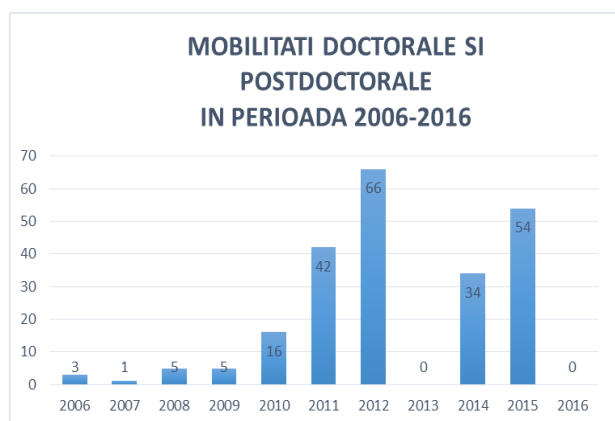
However, it is noted that, in the absence of such a source of external funding, the share of participation in international conferences and doctoral and post-doctoral research mobility is significantly diminishing.



Mobilities abroad: 2006-2016

Conferences, doctoral and postdoctoral mobilities, teaching assignments, working meetings, partnerships, research stages

Generally speaking, the qualitative analysis reveals a reduced share of research mobilities and teaching assignments in the overall aggregate of this indicator.



Doctoral and postdoctoral mobilities: 2006-2016

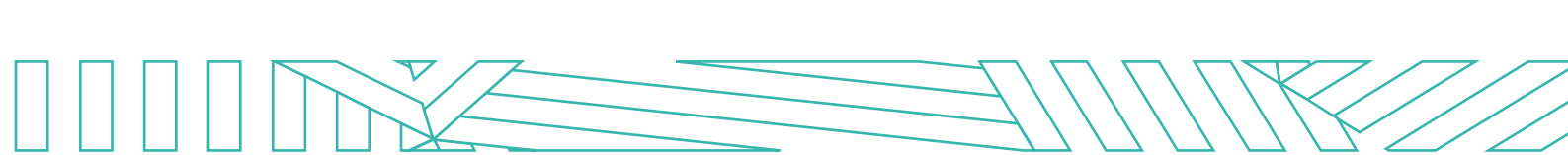
Teaching assignments in universities abroad: 2006-2016

3.4. Bilateral and multilateral academic cooperation partnerships

The current state of the analysis of academic cooperation agreements reveals a multi-level approach to institutional partnerships through memoranda of understanding (MoU), scientific cooperation agreements and specific cooperation agreements, on the priority institutional partnership level and on the BUES faculty-level cooperation.

Thus, at institutional level, BUES has concluded a number of 169 Erasmus partnership agreements and 5 multilateral cooperation agreements within academic networks (CEESENet, CEEPUS, VUA, NISPACee, HERMES), agreements generating specific annual mobility for students and teachers, as well as concrete actions of university representation and cooperation in programmes with European and international funding.

In the field of bilateral cooperation over the past 10 years, BUES has concluded 150 agreements and memoranda of cooperation with universities from over 40 countries. Within the framework of 50 agreements, specific cooperation activities, such as dual degree programmes, bilateral student and teacher mobility, ad hoc cooperation actions, and various collaborations in the field of scientific research have been recorded over time.



From an operational point of view, 63 bilateral cooperation agreements are currently active. During the year 2016 and the first part of 2017, 14 new agreements were formalized and the cooperation agreements with CNAM Paris, UNECON Sankt Petersburg and the Academy of Economic Sciences of Moldova were renewed.

The detailed situation of these agreements is reflected in Annexes 1 and 2 of this strategy.

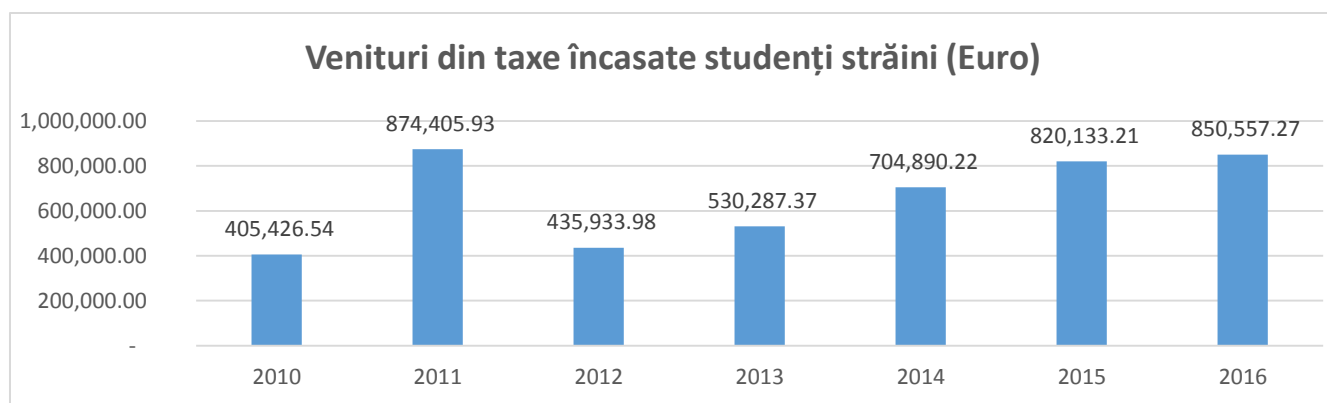
From the point of view of the geographical distribution of BUES partners, the situation of active agreements is as follows:

Interest area	Number of active agreements
Neighborhood (Republic of Moldova, Bulgaria, Ukraine, Serbia, Macedonia, Greece, Cyprus, Turkey)	15 agreements
Central and Western Europe (Switzerland, France, Germany, Italy, Norway, the Netherlands, Poland, Spain)	28 agreements
North American Space (USA, Canada)	7 agreements
Central and South American space	1 agreement
Asia	4 agreements
Middle East	2 agreements
Russian Federation and Caucasus (Russian Federation, Azerbaijan, Kazakhstan, Uzbekistan, Georgia)	6 agreements

This analysis shows a diversification of BUES presence in different countries. In this context, given the limited resources, it is necessary to concentrate the effort of cooperation and identification of new partners in strategic areas such as South-Eastern Europe, Central and Western Europe, the North-American space. Other geographic locations of interest (North Africa and the Middle East, Asia - China, Japan, South Korea, South America - Brazil, Argentina, Chile) will be addressed in cooperation with partner universities in Western Europe and the North-American area.

3.5. Financial, reputation and capacity development impact through internationalization

From the point of view of the financial impact, between 2010 and 2016, the participation of foreign students in bachelor, masters and doctoral programmes generated gross revenues from the collected tuition fees of 4,621,634.52 euros as follows:



Revenues from tuition fees paid by foreign students (Euro)

As for the financial contribution of the Erasmus +, Key Area 1 - Mobility allocations to the BUES budget, the analysis of the last years (2010-2016) shows a stabilizing trend in the financial allocation, which allowed the use of important resources to support the process of internationalization of BUES:

Academic year	Erasmus financing KA1
2010/2011	616.046 Euro
2011/2012	732.684,56 Euro
2012/2013	665.303,6 Euro
2013/2014	617.851,29 Euro
2014/2015	670.609,65 Euro
2015/2016	755.929 Euro
2016/2017	762.785 Euro
Total 2010 - 2016	4.821.209,1 Euro

For the academic year 2017-2018, at the level of BUES, 1,185,085 euros (related to KA103) were allocated to the ERASMUS National Agency and KA107 - Mobility with partner countries was requested in the competition for 469,514 euros (the results of the competition will be announced in the second part of 2017).

The contribution of Erasmus + funded projects through KA2 should be noted as well, as regards the positive financial and reputational impact at BUES level.

Thus, over the last two years, BUES has succeeded in winning and implementing 2 Erasmus projects (2016-1-RO-KA203-024798 "CIEN - Business and Competitive Intelligence for Entrepreneurship" – with a total budget of 136,006 Euros and 2015- 1-RO01-KA204-015155 "OPORTUNIDANCE - Dance your way to other cultures" – with a total budget of 155,530 Euros) carried out under **the Strategic Partnerships for Higher Education**, in the context of a high competition at the Erasmus Agency in Romania (in the two reference years, a total

number of 13 project proposals were declared a winner at national level). At the same time, BUES has implemented 5 Erasmus + - KA2 projects as a partner.

In the same reference period (2010-2016), 5 projects financed by the European Union through the ERDF and INTERREG were implemented at the BUES level; by their nature and activities, these projects are circumscribed to the process of internationalization. Cumulatively, these projects provided a BUES budget with an effectively absorbed amount of 759,656 lei (approximately 168,812 Euros). It is also worth mentioning the contribution made by scientific research projects carried out within international consortiums and financed by European, international or bilateral funding instruments. Thus, between 2010 and 2016, 11 research projects funded under the FP7 program, the Romania-Switzerland research program, Horizon 2020, and the Francophone University Agency funding program were carried out (generating a cumulated contribution to the BUES's budget of 260,000 Euros).

But the most important contribution made by this whole framework for the development and implementation of international projects is undoubtedly reflected in the reputation of BUES's transfer of experience and expertise, as well as in the development of BUES's operational capacity to develop new and much more extensive international projects within prestigious university consortiums.

3.6. SWOT analysis of internationalization within BUES

The strategy proposed in this document reflects the needs and suggestions identified together with BUES students and academic and administrative staff, on the basis of the analysis of the current situation in the field of international academic activity, and on the questionnaire evaluation of teachers' perception of the degree of internationalization of the institution's activity. Thus, the internationalization strategy is developed on the basis of a comprehensive SWOT analysis:

Strengths	Weaknesses
<p>Developed Educational Infrastructure, Learning Environment - Research supported by free high-speed Internet access throughout the campus</p> <p>BUES - Specialized University of</p>	<p>Reduced international visibility of most BUES study programmes</p> <p>Absence of a marketing and communication strategy meant to promote BUES and its educational and research offer</p>



<p>Economics, which has gradually opened to related fields, such as public administration, modern applied languages, sociology-human resources, law (doctoral level)</p>	<p>Lack of organizational culture focused on internationalization</p>
<p>Bachelor's and master's programmes in a foreign language, conducted at most faculties within the BUES, allowing direct access to foreign students</p>	<p>Low budget for internationalization activities and low predictability in the budget use</p>
<p>BUES - the only university in Romania that organizes masters programmes for the development of teaching and research skills in English (EDURES)</p>	<p>Undersized support services for the comprehensive internationalization of the university and the lack of a support service for external recruitment and promotion, including low attendance at international educational fairs abroad</p>
<p>BUES offers its own Romanian language training program for foreign students (all cycles), which creates the premises for the reactivation of traditional recruitment pools of students from North Africa, the Middle East, Latin America and Asia</p>	<p>The poor use of social media communication channels for promoting - in Romanian and English – the educational offer and the events of regional and international interest</p>
<p>Book fund diversified and updated in BUES academic library and access to BDI</p>	<p>Limited participation in international research programmes, due to the lack of financial resources allocated for this purpose</p>
<p>Cooperation relations developed with the European university environment</p>	<p>Low level of short-term mobility of students and teachers (incoming and outgoing)</p>
<p>Very good cooperation in its incipient stage with the North American university environment</p>	<p>The absence of a comprehensive register of individual and institutional internationalization actions managed by DRI</p>
<p>The very good perception of BUES students who perform internships in the European</p>	<p>The absence of an Alumni association of foreign citizens who have graduated from BUES, with the potential to promote the</p>

<p>university environment</p> <p>The presence in Bucharest of several institutions and organizations that promote the cooperation in the field of education and culture, such as the Fulbright Commission, the British Council, the BECO - AUF, the French Institute, the Cervantes Institute, the Goethe Institute, etc.</p>	<p>image and benefits of studying at BUES</p> <p>Difficulties in retaining and returning BUES students studying abroad, because of the lack of incentives at national level</p>
<p>Opportunities</p>	<p>Threats</p>
<p>The possibility of accessing European funds to finance transnational cooperation and opportunities for cooperation in European programmes with non-EU states</p> <p>Highlighting the results of participation in various international rankings</p> <p>Rich experience in organizing highly relevant international scientific events</p> <p>Alumni Network of Romanian graduates, especially those working / studying abroad, as a means of institutional promotion</p> <p>The friendly and safe socio-cultural environment of Bucharest and the rich diversity of events, arts and entertainment that facilitate intercultural relations</p> <p>The relatively low cost of living and studying in Bucharest compared to other European</p>	<p>Absence of a culture of cooperation within the university community and in relation to stakeholders from the country and abroad</p> <p>Lack of international accreditation related to the business university environment for most BUES programmes (like AACSB, AMBA, EQUIS)</p> <p>The reserved perception of BUES teachers with reference to the need for internationalization of the curricula</p> <p>A deficit in high-performing research with international visibility at the national and institutional levels</p> <p>Absence of an institutional system for rewarding internationalization initiatives in the field of education, of scientific research and business relations</p> <p>Poor funding for higher education in Romania</p>

destinations	Lack of complementary funding sources for internationalization
The proximity of Bucharest to areas of high tourist attractiveness in all seasons of the year	Absence of a coherent governmental strategy to promote Romanian higher education and internationalization of this sector
Internationalization in the near vicinity	Frequent and unpredictable legislative changes
The interest of the Romanian Diaspora in sending children to study in Romania, including for the recovery of communication skills in Romanian	Rigid procedures for granting study visas Lack of efficient spending procedures for foreign teachers wishing to teach in BUES

As a result of this analysis, we estimate that the process of internationalization within BUES will aim at capitalizing and maximizing the potential of the institution in terms of the educational infrastructure, the international competences and cooperation relations, in the context of the opportunities offered by the external environment, materialized through the possibility of accessing the sources of international financing for the funding of transnational cooperation, capitalization of the results of the participation in various international rankings and the possibility to increase the international prestige through the Alumni Network of the Romanian graduates working / studying abroad as well as the foreign ones. The involvement of the Romanian Diaspora professors of economics, business and public administration will be a priority of the internationalization process.

4. The BUES vision, mission and values

The present strategy illustrates the steps to be taken by BUES to become an academic institution better adapted to the national and international environments, better administered, efficient and with operational interfaces accessed by all its economic and social partners. The consolidation of the international dimension is meant to guide our university towards excellence, not only in teaching and research, but also, in creating a professional environment which allows for capitalizing on the whole potential of human resources.



Our vision for internationalisation:

The Bucharest University of Economic Studies, a proactive, internationally recognized university, promotes the European values through education, research, innovation and social involvement.

Our mission to reach out internationalisation objectives can be summed up in the following guidelines:

- Developing sustainable international partnerships in the field of education, research and innovation.
- Developing an academic community which shares an open organisational culture, oriented towards performance and promoting universal human values.

To this purpose, the Bucharest University of Economic Studies has built its internationalisation strategy on the following **assumed academic values**:

- **Decisional transparency and academic freedom**
- **Quality assurance of the educational act**
- **International and intercultural openness**

5. Priority areas, strategic and specific objectives of the Internationalisation Strategy

The strategic approach to internationalisation in BUES shall follow the pragmatic integration of a set of conditions that are specific to the internationalisation process as part of the institutional strategic approach:

- the dynamic nature of the internationalisation processes and their growing relevance for institutional and national reforms;
- the general re-assessment of the reasons and purposes for the internationalisation of higher education;
- the demand for increased responsibility of higher education institutions that are required to prove the benefits of internationalisation;
- the necessary investment needed for the success of the process of internationalisation.

Designing the Internationalisation Strategy of BUES was the result of a process that included assessment, analysis and strategic planning which began in October 2016 when we elaborated

and tested the questionnaire that laid the foundation for the study regarding the academic staff's perception of the degree of internationalisation of the BUES activities (a study conducted with the support of professors Andrei Tudorel, Monica Roman and Herțeliu Claudiu), in which 305 BUES academics participated. There were 7 meetings of the team involved in developing the Strategy, as well as two meetings with the Faculty Deans of the university.

In this context, given the results of the SWOT analysis conducted, the general programmatic framework of the BUES (the vision, the mission, the values) and considering the conclusions of the debates during different strategic counselling meetings (workshops, benchmarking with relevant stakeholders), we believe and propose that **the priority areas of strategic planning** in the field of internationalisation should be defined as follows:

- ✓ **1. In-house internationalisation** (classroom approaches, on campus or in the academic community, which helps the academic community to develop international knowledge and understanding and intercultural competences);
- ✓ **2. Internationalisation abroad** (activities that involve travelling abroad, including the mobility of students, teachers and researchers, the internationalisation of study programmes);
- ✓ **3. Internationalisation of research** (the set of actions that allows the expansion of collaborative networks in *research, development, innovation* (RDI) of BUES researchers, in order to encourage the setting up of international research consortiums or the joining already existing and functioning consortiums, to ensure an efficient background for training BUES researchers in line with the new RDI trends);
- ✓ **4. Consolidation of international prestige** (the set of actions that allows for the growth of international visibility of BUES and allows the university to position itself as a regional leader in economic and administrative higher education).

In order to implement these priority strategic areas, the following **strategic objectives** have been formulated:

PRIORITY STRATEGIC AREA	STRATEGIC OBJECTIVE
1. In-house internationalisation	Strategic objective 1.1. Internationalisation of the curriculum
	Strategic objective 1.2. Increasing the number of international students and of foreign professors teaching at the BUES

2. Internationalisation abroad	Strategic objective 2.1. Increasing the European and international mobility of BUES students and academic
	Strategic objective 2.2. Developing international partnerships
3. Internationalisation of research	Strategic objective 3.1. Increasing international scientific cooperation and the international visibility of BUES research results
4. Consolidation of international prestige	Strategic objective 4.1. Increasing the international visibility of BUES as a regional provider of excellence in economic and administrative higher education

Making these strategic objectives operational is planned to be achieved through a set of specific objectives as part of an action plan which includes the sum of activities and targets to be reached in the short, medium and long term.

6. Internationalisation Action Plan

In order to make strategic objectives operational, a set of specific objectives will be pursued, addressed in a **short, medium and long-term Action Plan**.

Strategic Objective 1.1. - Internationalization of the curriculum

Specific objectives		Actions to be taken	Responsibility
Specific objective 1.1.1. - Developing double degree and joint degree programmes		Developing cooperative study programmes	Pro-rector IR, Deans
		Developing double degree programmes	Pro-rector IR, Deans
Specific objective 1.1.2. - Diversification and international accreditation of foreign language teaching programmes and transcultural training		Creating new programmes with teaching in international languages	Pro-rector IR, IRD, D
		Developing and implementing projects that include curriculum development and transfer of good practice	Pro-rector IR, IRD, D

programmes, as well as increasing the number of Jean Monnet chairs				
		Developing the linguistic skills of teachers involved in study programmes taught in international languages		Pro-rector IR, IRD, D
	Harmonizing the organization of study programmes and internal reporting rules with the requirements of the main accreditation bodies	Pro-rector IR, IRD, Deans	Short and medium term	Min. Finan BUE partn Cour Inst. Cerv
	Creating the framework for the international accreditation at institutional and study programmes level	Pro-rector IR, IRD, Deans	Short and medium-term	75.00 Finan BUE
	Development and promotion of inter and trans-disciplinary summer schools, of study visits and continuous training programmes for international students, organized in partnership with partner universities in Romania and abroad	Pro-rector IR, IRD, Deans	Short and medium-term	
		Pro-rector IR, IRD, Deans	Short, medium and long-term	300.0 Finan BUE Erasm bilate
Specific objective 1.1.3. - Defining and operationalizing an		Initiating, developing and promoting an On Job Training programme for international students in BUES partner companies that have an intense	Pro-rector IR, IRD, Business Environmen rector, Deans	

integrated structure of extra-curricular international activities (summer schools, knowledge fairs, study visits, on-the-job trainings with BUES partners - large international companies)		intercultural environment	
		Initiating and running a Knowledge Fair during the BUES International Week	Pro-rector IR, IRD, D Internationalization Working Group

Strategic Objective 1.2. - Increasing the number of international students and the number of foreign teachers teaching in BUES

Specific objectives	Actions to be taken	Responsibility	Time (average years, long - years)
Specific objective 1.2.1. - Increasing the number of foreign students in all types of study programmes by intensifying promotion and awareness-raising activities	Recruitment of international students for study programmes	Pro-rector IR, Deans	Short, medium and long-term
	Increasing the number of incoming students in mobility programmes and bilateral agreements	Pro-rector RI, Deans	Short, medium and long-term
	Enhancing cooperation with ESN - Erasmus Students Network BUES in order to organize thematic events	Pro-rector IR, IRD	Short, medium and long-term
	Organizing the BUES International Week	Pro-rector IR, IRD	Short, medium and long-term
Specific objective 1.2.2. - Attracting international teaching and research staff from the European and Anglo-American academic environment	Recruiting teaching staff from abroad	Pro-rector RI, IRD	Short, medium and long-term
	Recruiting foreign lecturers	Pro-rector RI, IRD	Short, medium and long-term

	Developing cultural centers and study centers in geostrategic areas, within BUES	Pro-rector IR, Deans	Short, medium and long-term
Specific objective 1.2.3. - Defining and operationalizing an integrated support service structure for foreign students and teachers	Improving the services offered to international students by operating an integrated reception and orientation structure for student life	Pro-rector IR, IRD, Deans	Short, medium and long-term
	Developing a structure to facilitate the accommodation for foreign teachers	Pro-rector RI, DRI, Deans	Short, medium and long term

Strategic objective 2.1. - Increasing European and International Mobility of Students and Teachers of BUES

Specific objectives	Actions to be taken	Responsibility	Time (average 5 years, long 10 years)
Specific objective 2.1.1. - Increasing the European and international mobility of BUES students	Increasing the number of candidates for mobility programmes	Pro-rector IR, Deans	Short, medium and long-term
	Ensuring funding for mobility	Pro-rector IR, Pro-rector RMES, Deans	Short, medium and long-term
	Developing students' language skills	Pro-rector IR, Deans, DLMCA	Short, medium and long-term
Specific objective 2.1.2. - Increasing the international mobility of teaching staff in order to improve the quality of the teaching act, improve research skills and develop a network of professional contacts, in order to improve intercultural competences	Supporting BUES academic staff in teaching assignments abroad	Pro-rector IR, Deans	Short, medium and long-term
	Developing Mobility Programmes for Teachers	Pro-rector IR, Research Pro-rector, IRD, DLMCA	Short, medium and long-term
	Developing the intercultural	Pro-rector IR,	Short, medium

	competences of teachers involved in programmes taught in international languages	Deans, DLMCA	and long-term
	Developing and providing a technical assistance package (training, guidance, infrastructure support, networking) for the BUES staff involved in specific internationalization activities	Pro-rector IR, Deans	Short, medium and long-term

Strategic Objective 2.2. - Developing international partnerships

Specific objectives	Actions to be taken	Responsibility	Time (average years, long - years)
Specific objective 2.2.1. - Strengthening the existing bilateral cooperation agreements and defining the strategic framework to prioritize international academic cooperation	The qualitative analysis of current international cooperation agreements; defining a procedural framework for action	Pro-rector IR, Deans, Internationalization Working Group	Short, medium long term
	Admission to international university networks	Pro-rector IR, Deans	Short, medium long-term
	Exploiting the opportunities offered by the international academic environment by increasing the number of international cooperation agreements, concluded and implemented	Pro-rector IR, Deans	Short, medium long-term
Specific objective 2.2.2. - Increasing the involvement of multinational and transnational business partners in the	Defining and implementing an Action Plan on the involvement of multinational and transnational companies in the internationalization activity	Pro-rector IR, Deans, Teaching Pro-rector	Short, medium long-term



internationalization activity			
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Strategic Objective 3.1. - Increasing the international scientific cooperation and the international visibility of the research results from BUES Bucharest

Specific objectives	Actions to be taken	Responsible	Time (average years, long - years)
Specific objective 3.1.1. - Increasing participation in relevant international conferences and international training courses for academics and students	Carrying out short-term mobility activities to improve the skills of writing scientific articles of international relevance for young researchers	Pro-rector IR, Research Pro-rector, Deans	Short, medium, long term
	Stimulating the participation in scholarship programmes for postdoctoral researchers	Pro-rector IR, Research Pro-rector, Deans	Short, medium, long-term
	Developing Mobility Programmes Specific to Scientific Research for Teachers	Pro-rector IR, Research Pro-rector, Deans	Short, medium, long-term
Specific objective 3.1.2. - Increasing the participation of researchers and research entities in BUES in the process of international integration of scientific research, as well as recognition of performance in innovation and research	Developing mobility programmes for doctoral students	Pro-rector IR, Research Pro-rector, Deans	Short, medium, long-term
	Stimulating the creation of partnerships for joint doctorates	Pro-rector RI, Research Pro-rector, Deans	Short, medium, long-term
	Increasing the success rate of international research grants developed by BUES research teams, in partnership	Pro-rector IR, Research Pro-rector, Deans	Short, medium, long-term

	with partner teams from abroad		
	Stimulating the participation in international calls for research projects.	Pro-rector IR, Research Pro- rector, Deans	Short, medium long term
	International promotion of scientific events organized in BUES and of scientific publications	Pro-rector IR, Research Pro- rector, Deans	Short, medium long-term
Specific objective 3.1.3. - Supporting high- performance scientific research and increasing organizational capacity to transfer research results to international research	Integration of BUES research centers into international networks	Pro-rector IR, Research Pro- rector, Deans	Short, medium long-term
	Ensuring access to specialized international literature and IDB (international data base)	Pro-rector IR, Research Pro- rector, Deans	Short, medium long-term
	Encouraging the publication of scientific articles developed in international partnership in prestigious journals with international visibility	Pro-rector IR, Research Pro- rector, Deans	Short, medium long-term

Strategic Objective 4.1. - Increasing the international visibility of BUES as a regional provider of excellence in higher education and public administration

Specific objectives	Actions to be taken	Responsibility	Time (average years, long - years)
Specific objective 4.1.1. - Innovative regional and international promotion of BUES excellence areas	Defining an action plan with the involvement of relevant stakeholders to define and integrate factual events on BUES excellence expertise areas	Pro-rector IR, Deans	Medium and term
Specific objective 4.1.2. - Increasing the administrative capacity of marketing and promoting the study offer on the	Developing uniform information packages and resources for all faculties	Pro-rector IR, Deans	Short, medium long-term
	Implementing an international	Pro-rector IR,	Short, medium

educational market	communication campaign and defining an international BUES brand	Deans	long term
	Using the university partnerships and networks which BUES is part of in promoting the university image	Pro-rector IR, Deans	Short, medium long-term
Specific objective 4.1.3. - Focusing efforts to improve the position of BUES in relation to the internationalization indicators	Evaluation of all specializations, according to the international accreditation criteria and the indicators of international rankings	Pro-rector IR, Deans	Short, medium long-term

Thus, we consider that **the financing needs for implementing the strategy** can be summarized as follows:

<i>Strategic objective</i>	<i>Short and medium term funding need</i>	<i>Long term need</i>
1.1 Internationalizing the curriculum	200.000 Euros	490.000 Euros
1.2. Increasing the number of international students and the number of foreign teachers teaching in BUES	272.000 Euros	910.000 Euros
2.1. Increasing European and International Mobility of Students and Teachers of BUES	4.990.000 Euros	5.060.000 Euros
2.2. Developing international partnerships	15.000 Euros	10.000 Euros
3.1. Increasing international scientific cooperation and international visibility of research results in BUES	395.000 Euros	505.000 Euros
4.1. Increasing the international visibility of BUES as a regional provider of excellence in higher education and public administration	75.000 Euros	75.000 Euros
Total funding required for 2016 – 2027		
12.997.000 Euros		

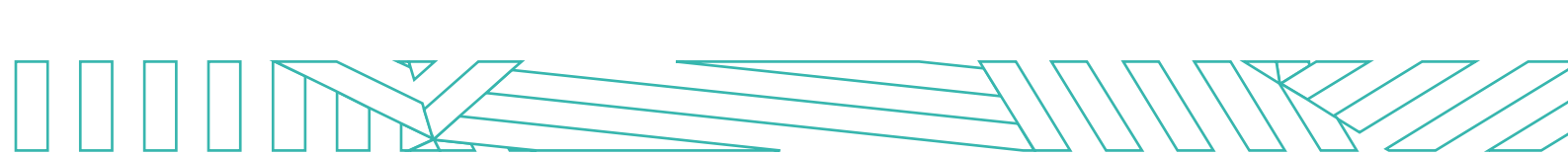


7. Achievement Indicators and the Monitoring of Implementing the Internationalisation Strategy

Considering the priority areas, as well as the objectives stated, this strategy aims at achieving results measurable through achievement indicators :

- Considering the objectives under **Priority Area I – In-house Internationalisation**
 - ✓ increasing the number of programmes taught in international languages from 23 to 30, also ensuring that studies can continue from bachelor's to master's degrees
 - ✓ increasing the number of programmes with double and joint diploma: from 3 to 11
 - ✓ increasing the number of extra-curricular events: at least 36 events per year until 2017
 - ✓ increasing the percentage of international students in the university programmes: from 2% to about 5%
 - ✓ increasing the number of professors with foreign citizenship to about 4% of all professors involved in teaching, in 2027

- Considering the objectives under **Priority Area II – Internationalisation abroad:**
 - ✓ about 5 % outgoing students from all the student population until 2027
 - ✓ about 75% of the academics employed should achieve at least one international activity every 2 years, until 2027
 - ✓ increasing the number of international cooperation agreements until 2027, as follows:
 - from 169 partnership agreements within the Erasmus programme to about 250 agreements, according to the priority axes established,
 - from 63 bilateral cooperation agreements to about 150 agreements, mainly in the priority geographic areas established in the strategy.
 - ✓ Increasing the number of international activities (internship abroad for Romanian students and in Romania for international students, international competitions,



conferences, workshops, etc.) in partnership with the business environment, from 37 in 2016 to about 300 activities in 2027.

➤ Considering the objectives under **Priority Area III – Internationalisation of research:**

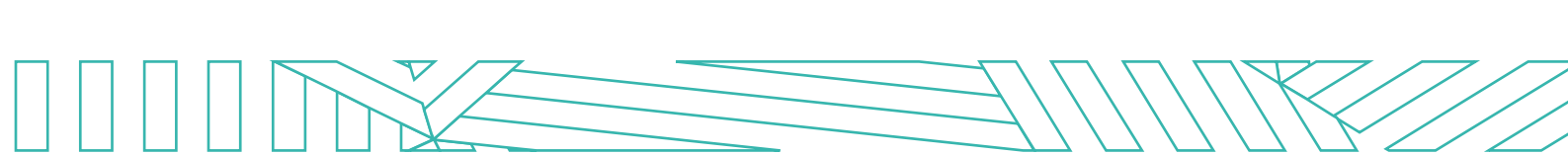
- ✓ increasing the number of young researchers' participations to international research projects: at least 20 participations until 2027,
- ✓ increasing the number of international mobilities of doctoral students and young researchers, including joint doctoral studies: from 2 people in 2016 to about 20 people until 2027,
- ✓ increasing yearly the number of international agreements with universities, companies and other outstanding institutions whose objectives are exclusively connected to scientific research: about 10 until 2027,
- ✓ increasing the number of international research grants, from 3 in 2016 to about 10 in 2027,
- ✓ increasing the number of participations in international conferences and training courses: at least 300 conferences/training courses per year until 2027.

➤ Considering the objectives under **Priority Area IV – Consolidation of the international prestige:**

- ✓ yearly participation in at least 8 international educational fairs,
- ✓ yearly hosting of at least 10 important international events,
- ✓ continuous up-dating of The Bucharest University of Economic Studies International Relationships website and of the faculties' websites,
- ✓ participating in at least 2 evaluations with a view to inclusion in international rankings of universities.

Several measures and instruments will be considered so as to ensure the **continuous monitoring** of the implementation of the Strategy:

- **setting up, institutionalizing and making operational the Working Group for Internationalisation** (consisting of the IR pro-rector, deans, vice-deans as the case may be, senior experts in international relationships within The Bucharest University

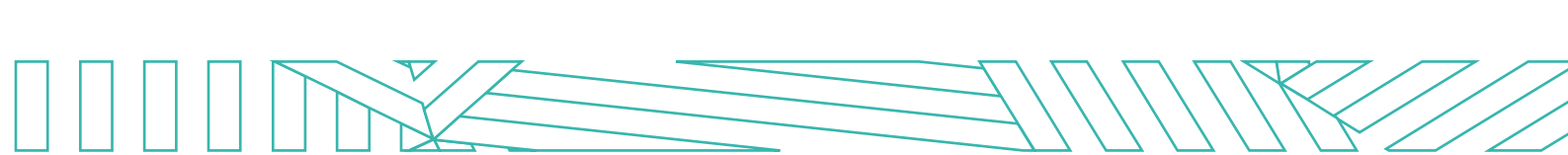


of Economic Studies) – this work group will continuously monitor the way and progress of the implementation strategy, will hold analysis meetings periodically, will formulate recommendations, will participate in the identification of areas of excellence of The Bucharest University of Economic Studies, will coordinate the internal evaluation of all specialisations based on the internationalisation criteria provided by QS World University ranking and by EU-Multiranking, etc.;

- setting up a **Consulting Committee for** Internationalisation which will invite the participation of representatives of prestigious foreign universities, BUES professors who are holders of Honoris Causa titular degrees, and representatives of the relevant stakeholders – central public authorities, embassies, partner companies;
- the departments of The Bucharest University of Economic Studies involved in the implementation of the Strategy will conduct **yearly** analyses, followed by monitoring reports, as well as **survey activities** of the academic community and the students, every 3 years.

In order to ensure a satisfactory impact of the monitoring process as far as the quality of reported data is concerned, actions will be taken so as to set up a unitary collecting mechanism of the information referring to the progress achieved in the internationalisation process. Thus, this process will be effected by the International Relations Division (IRD), which will draw up a tracking chart of indicators in all the areas of the strategy, the information being collected every six months. The sources of such information will be the IRD data basis, as well as the information held by the faculties and the teaching and administrative departments. Based on these semestrial charts and on the yearly analyses, the IR pro-rector will draw up the Yearly Report on the Internationalisation of The Bucharest University of Economic Studies to be submitted to the Board of Administration and the Senate of BUES. The report will include information concerning the degree to which indicators are fulfilled, the budget spent, as well as possible proposals to revise elements of the strategy according to their impact (deadlines, resources, indicators, etc.). Possible decisions to modify the strategy will be taken by the Board of Administration of the Bucharest University of Economic Studies and submitted to the Senate for approval.

Given the increased importance granted to international university rankings both by potential candidates and international partners, and by national bodies (see in this



respect the initiative of the Ministry of National Education to introduce meta-ranking as a criterion for university financing), we consider that our presence and the consolidation of our position in international rankings represent a catalyst for institutional development.

The Bucharest University of Economic Studies is included in QS World University Ranking and U-Multirank and aims at entering other recognized rankings, and is also preparing for the international certification of certain study programmes. We pay particular attention to the fact that certain indicators used in institutional evaluation, in rankings such as QS WUR, ARWU - Academic Ranking of World Universities (Shanghai) or THE - Times Higher Education World University Rankings, can be translated into a set of institutional performance indicators which ensure the sustainability and competitiveness of our university.



8. Implementation Risks

Approaching the risk field is meant to identify major risks for the strategy, as well as the probability of their occurrence. Risks are connected to cost underevaluation, revenue overevaluation, and changes in the university internal and external environment. The analysis should reveal whether risks have been considered in cost estimation, what measures are taken into account to alleviate the negative impact of major risks and what measures are considered so as to minimize risks.

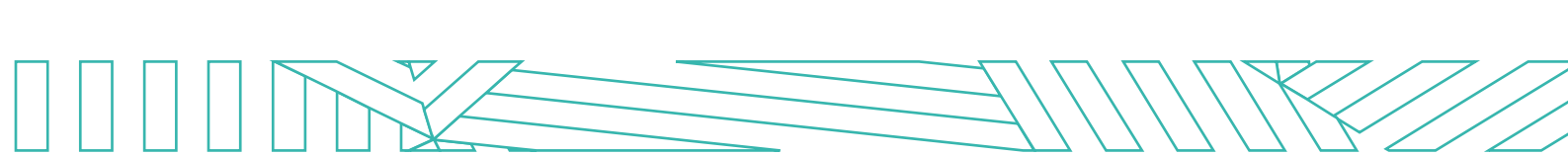
On a medium and long term, this strategy shows low risks in implementation. The main risks identified are:

- **Financial risks:** poor financing of the Romanian higher education which may lead to a lack of supplementary financing sources for internationalisation.
 - The management of these risks will consist of the realistic estimation of the operation and implementation costs, as well as the allocation of financial resources for the strategy in the university budget.

- **Legal risks:** frequent and unpredictable changes in the legislation, tightening the visa policies due to migration and terrorism.
 - The management of these risks is difficult to control as they are totally independent of the university, but a proactive approach to the national and supranational legal background will allow for the minimization of this type of risks.

- **Institutional risks:** related to possible uncertainty generated by the activity of our partners.

The impact of the risks evaluated can be managed by a risk-taking strategy. Complete elimination of risk is a utopian perspective over matters or, in the best case scenario, an inefficient option from the point of view of costs. Risk management does not eradicate risks; organizational efforts should not aim at attaining this desideratum, but at monitoring risks, and when the level thereof becomes unacceptable, steps should be taken to diminish the negative impact.



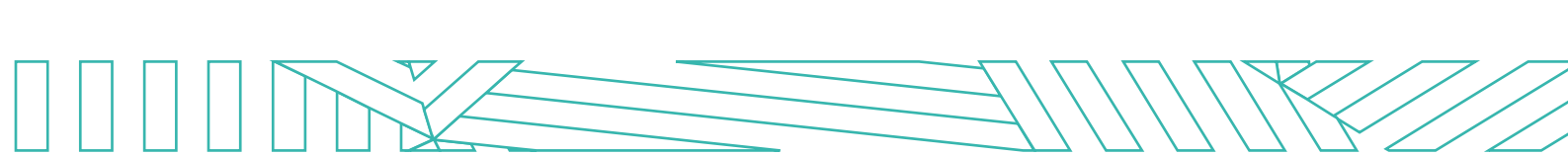
To conclude, undertaking the process of internationalisation faces challenges and risks associated to this process, out of which:

- the risk of brain drain by migration;
- the competition among universities, caused by international ranking, which may affect the university image abroad;
- the decrease or stagnation of scientific research financing from public funds, which contributes to increasing the gap between Romanian universities and prestigious foreign universities;
- increasing pressure on the university to diversify its financing sources.



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APPENDIX 1 - BILATERAL COOPERATION AGREEMENTS

Area of interest	Number of active agreements	Partner universities
<p style="text-align: center;">Near vicinity</p> <p>(The Republic of Moldova, Bulgaria, Ukraine, Serbia, Macedonia, Greece, Cyprus, Turkey)</p> <p><i>Within these agreements, the following types of cooperation activities have been carried out:</i></p> <ul style="list-style-type: none"> - teacher mobility; - documentation visits; - student mobility; - participation in joint research projects. 	15 agreements	<ul style="list-style-type: none"> - The Academy of Economic Studies of Moldova - State Agrarian University of Moldova - „Angel Kanchev” University of Ruse, Bulgaria - University of National and World Economy Sofia, Bulgaria - Sofia University „St. Kliment Ohridski”, Bulgaria - Stopanska Academia „D. Tsenov”, Bulgaria - Institute of Agricultural Economics, Sofia, Bulgaria - University of Trade and Economics, Kiev, Ukraine - Institute of Agricultural Economics, Belgrade, Rep. Serbia+University of Belgrade, Rep. Serbia+University of Novi Sad, Serbia - Institute of Economic Studies, Belgrade, Rep.Serbia - „SS.Cyril and Methodius” Skopje, Macedonia - „Goce Delcev” University of Stip, Macedonia - Mediterranean Agronomic Institute of Chania, Crete, Greece - University of Nicosia, Cyprus - Giresun University, Turkey



<p>Central and Western Europe (Switzerland, France, Germany, Italy, Netherlands, Norway, Poland, Spain)</p> <p><i>Within these agreements, the following types of cooperation activities have been carried out:</i></p> <ul style="list-style-type: none"> - mobility of teaching staff and teaching assignments - dual degree programmes - documentation visits and exchange of best practices - student mobility - participation in joint research projects 	<p>28 agreements</p>	<p><u>France :</u> CNAM Paris Université d’Artois EDC Paris ISC Paris Université Paul Valéry Montpellier 3 IEP Toulouse Université de Limoges Université de Bourgogne, Dijon ESSEC Business School</p> <p><u>Germany:</u> Universitatea de Ştiinţe aplicate din Gelsenkirchen (The University of Applied Sciences) Hochschule Allensbach Hochschule Bochum</p> <p><u>Spain:</u> Universidad Complutense de Madrid Universidad de Malaga</p> <p><u>Swiss Federation:</u> Ecole Hoteliere de Lausanne University of Applied Sciences and Arts Northwestern Switzerland, School of Business FHNW, Olten, Switzerland</p> <p><u>Italy:</u> Università degli studi di Perugia Università degli Studi di Napoli "Parthenope" L’Università’ Degli Studi di Torino Università degli studi di Catania University Unitelma Sapienza Napoli Centre of North South Economic Research, Cagliari</p> <p><u>Netherlands:</u></p>
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		<p>University of Amsterdam Tilburg University Duisenberg School of Finance <u>Norway</u> BI Norwegian School of Management, Oslo, Norway <u>Poland</u> West Pomeranian Technological University of Szczecin, Poland Institute of Agricultural and Food Economics, Warsaw, Poland</p>
<p>North American Area (USA, Canada)</p> <p>Within these agreements, the following types of cooperation activities have been carried out:</p> <ul style="list-style-type: none"> - mobility of teaching staff and teaching assignments - dual degree programmes - documentation visits and exchange of best practices - student mobility - participation in joint research projects 	<p>7 agreements</p>	<p>George Mason University University of Kentucky The Trustees of Indiana University Harvard Business School – Institute for Strategy and Competitiveness Texas A&M University California State University, San Bernardino Université du Québec à Montréal</p>

Central and South American Area	1 agreement	Universidad de la Costa, Columbia
Asia	4 agreements	<ul style="list-style-type: none"> - University of Guangxi, China - The Graduate School of Management - Kyoto University, Japan - Seoul National University, Graduate School of Public Administration, South Coreea - Chiang Mai Rajabhat University, Thailand
Middle East	2 agreements	<ul style="list-style-type: none"> - University of Babylon, Irak - The Egyptian Academy – High Institute of Computers, Information and Management Technology, Tanta, Egipt
Russian Federation and the Caucasus (Russian Federation, Azerbaijan, Kazakhstan, Georgia, Uzbekistan) <p style="text-align: center;">Within these agreements, the following types of cooperation activities have been carried out:</p> <ul style="list-style-type: none"> - mobility of teaching staff and teaching assignments - dual degree 	6 agreements	<ul style="list-style-type: none"> -St. Petersburg State University of Economics and Finance -The Pushkin State Russian Language Institute, Moscow -Baku State University, Azerbaidjan -Karaganda Economic University of Kazpotrebsoyuz, Kazahstan -Tashkent Financial Institute, Uzbekistan -”Ivana Javakhishvili” Tbilisi State University, Georgia



<p>programmes</p> <ul style="list-style-type: none">- documentation visits and exchange of best practices- student mobility- participation in joint research projects		
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APPENDIX 2

ERASMUS BILATERAL AGREEMENTS

No.	Partner University	Country	Institutional structure coordinating the agreement
1.	Alpen-Adria Universität Klagenfurt	Austria	Business Administration in foreign languages (FABIZ)
2.	Upper Austria University of Applied Sciences (Linz)	Austria	Administration and Public Management (AMP)
3.	Upper Austria University of Applied Sciences (Steyr)	Austria	institutional
4.	Wirtschaftsuniversität Wien	Austria	International Business and Economics (REI)
5.	Fachhochschule des BFI Wien	Austria	institutional
6.	Katholieke Universiteit Leuven – Faculty of Economics and Business Campus Brussel	Belgium	Business Administration in foreign languages (FABIZ)
7.	Université de Liège	Belgium	institutional
8.	Haute Ecole de la Province de Liège	Belgium	International Business and Economics (REI)
9.	Université de Mons	Belgium	Business Administration in foreign languages (FABIZ)
10.	Angel Kanchev University of Ruse	Bulgaria	Administration and Public Management (AMP)
11.	University of National and World Economy	Bulgaria	Finance and Banking (FABBV)
12.	Agricultural Academy	Bulgaria	Business Administration in foreign languages (FABIZ), Agrifood and Environmental Economics (EAM)
13.	Stopanska Akademia D.A. Tsenov, Svishtov	Bulgaria	Business and Tourism (BT)

No.	Partner University	Country	Institutional structure coordinating the agreement
14.	University of Economics in Varna	Bulgaria	International Business and Economics (REI)
15.	University of Nicosia	Cyprus	Finance and Banking (FABBV) Accounting and Management Information Systems (CIG)
16.	PA College Larnaca	Cyprus	Theoretical and Applied Economics (ETA)
17.	University of Hradec-Kralove	Czech Republic	institutional
18.	University of Pardubice	Czech Republic	Finance and Banking (FABBV)
19.	Anglo-American University	Czech Republic	Accounting and Management Information Systems (CIG)
20.	Business School Ostrava	Czech Republic	Accounting and Management Information Systems (CIG)
21.	University of Dubrovnik	Croatia	Finance and Banking (FABBV)
22.	University of Rijeka	Croatia	Finance and Banking (FABBV) Business and Tourism (BT)
23.	VIA University College	Denmark	institutional
24.	Tallin University of Technology	Estonia	institutional
25.	University of Life Sciences din Tartu	Estonia	Theoretical and Applied Economics (ETA)
26.	Université de Picardie Jules Verne	France	Finance and Banking (FABBV)
27.	Groupe Sup de Co Amiens Picardy School of Management	France	Business and Tourism (BT)
28.	Université d'Angers	France	International Business and Economics (REI)
29.	Université d'Artois (Arras)	France	Management (MAN)
30.	Université de Franche-Comté (Besançon)	France	Business Administration in foreign languages (FABIZ)

No.	Partner University	Country	Institutional structure coordinating the agreement
31.	Université de Bordeaux	France	Business Administration in foreign languages (FABIZ)
32.	IUT de l'Université de Bordeaux	France	institutional
33.	Ecole de Commerce Européenne de Bordeaux	France	institutional
34.	Université de Caen - Basse Normandie	France	Business and Tourism (BT)
35.	INU Jean-François Champollion (Rodez)	France	Administration and Public Management (AMP)
36.	Universite de Corse Pasquale Paoli	France	Business and Tourism (BT), Business Administration in foreign languages (FABIZ)
37.	EDC – Ecole des Dirigeants et Créateurs d'Entreprise (Courbevoie - Paris)	France	International Business and Economics (REI)
38.	Université de Bourgogne	France	International Business and Economics (REI)
39.	ESC – Ecole Supérieure de Commerce Dijon	France	institutional
40.	Telecom Business School (Evry)	France	institutional
41.	Université des Antilles et de la Guyanne	France	Business and Tourism (BT)
42.	Université Lille 1 - Sciences et Technologies	France	International Business and Economics (REI)
43.	Université Catholique de Lille	France	Finance and Banking (FABBV)
44.	Université de Montpellier 1	France	Management (MAN)
45.	Université de Haute Alsace	France	Marketing (MARK)
46.	Université de Lorraine – Metz	France	Business and Tourism (BT)
47.	Université de Lorraine – Nancy	France	Business Administration in foreign languages (FABIZ)
48.	Université de Nantes	France	Business Administration in foreign languages (FABIZ)
49.	IUT de l'Université de Nantes	France	Accounting and Management Information Systems (CIG)

No.	Partner University	Country	Institutional structure coordinating the agreement
50.	Université d'Orléans – Faculté de Droit, Economie et Gestion	France	Accounting and Management Information Systems (CIG), Economic Cybernetics, Statistics and Informatics (CSIE), Business Administration in foreign languages (FABIZ), Finance and Banking (FABBV), Management (MAN)
51.	Université d'Orléans – Faculté de Sciences	France	Economic Cybernetics, Statistics and Informatics (CSIE)
52.	Université Panthéon – Sorbonne Paris I	France	International Business and Economics (REI)
53.	Université Paris-Dauphine	France	institutional
54.	Université Paris-Est Créteil Val de Marne	France	Management (MAN)
55.	Conservatoire National d'Arts et Métiers – CNAM Paris	France	Accounting and Management Information Systems (CIG)
56.	ISC Paris School of Management	France	Business Administration in foreign languages (FABIZ)
57.	ESCE International Business School	France	institutional
58.	INSEEC Paris	France	Business and Tourism (BT)
59.	Université de Poitiers	France	Business Administration in foreign languages (FABIZ)
60.	Ecole Nationale de la Statistique et de l'Analyse de l'Information – ENSAI Rennes	France	Economic Cybernetics, Statistics and Informatics (CSIE)

No.	Partner University	Country	Institutional structure coordinating the agreement
61.	Université de Strasbourg - Ecole de Management	France	Business Administration in foreign languages (FABIZ), International Business and Economics (REI)
62.	Université de Strasbourg – Faculté de Sciences Economiques et de Gestion	France	Theoretical and Applied Economics (ETA)
63.	Université de Strasbourg – IUT Robert Schuman	France	Theoretical and Applied Economics (ETA)
64.	Institut Limayrac Toulouse	France	MK
65.	Institut d'Études Politiques de Toulouse	France	Administration and Public Management (AMP)
66.	Universitaet Bielefeld	Germany	Finance and Banking (FABBV)
67.	Hochschule Bochum	Germany	Business Administration in foreign languages (FABIZ)
68.	Universität Bremen	Germany	Business Administration in foreign languages (FABIZ)
69.	Hochschule für Technik und Wirtschaft Dresden	Germany	International Business and Economics (REI)
70.	Technische Universität Dresden	Germany	International Business and Economics (REI)
71.	Europa Universität Viadrina	Germany	Business Administration in foreign languages (FABIZ)
72.	Westfälische Hochschule Gelsenkirchen	Germany	Business Administration in foreign languages (FABIZ)
73.	HHL – Leipzig Graduate School of Management	Germany	Accounting and Management Information Systems (CIG)
74.	Philipps-Universität Marburg	Germany	Business Administration in foreign languages (FABIZ)

No.	Partner University	Country	Institutional structure coordinating the agreement
75.	HFWU – Hochschule für Wirtschaft und Umwelt, Nürtingen – Geislingen	Germany	Theoretical and Applied Economics (ETA)
76.	Universität Passau	Germany	Business Administration in foreign languages (FABIZ)
77.	Hochschule Reutlingen	Germany	Business Administration in foreign languages (FABIZ)
78.	Universität Hohenheim - Stuttgart	Germany	institutional
79.	Universität Trier	Germany	Business Administration in foreign languages (FABIZ)
80.	Bergische Universität Wuppertal	Germany	Business Administration in foreign languages (FABIZ)
81.	Athens University of Economics and Business	Greece	institutional
82.	Panteion University of Social and Political Sciences - Athens	Greece	Administration and Public Management (AMP)
83.	Aristotle University in Thessaloniki	Greece	Management (MAN)
84.	University of Macedonia Thessaloniki	Greece	institutional
85.	University of Akureiry	Island	Finance and Banking (FABBV)
86.	Università degli studi di Bari Aldo Moro	Italy	International Business and Economics (REI)
87.	Università degli studi del Sannio	Italy	Economic Cybernetics, Statistics and Informatics (CSIE)
88.	Università di Bologna	Italy	International Business and Economics (REI)
89.	Università degli studi di Catania	Italy	Agrifood and Environmental Economics (EAM)
90.	Università del' Salento (Lecce)	Italy	International Business and Economics (REI)
91.	Università degli studi di Messina	Italy	Business and Tourism (BT)

No.	Partner University	Country	Institutional structure coordinating the agreement
92.	Università Commerciale Luigi Bocconi Milano	Italy	International Business and Economics (REI)
93.	Università degli studi di Napoli Parthenope	Italy	Agrifood and Environmental Economics (EAM)
94.	Università degli studi di Napoli Federico II	Italy	Economic Cybernetics, Statistics and Informatics (CSIE)
95.	Università degli studi di Palermo	Italy	Economic Cybernetics, Statistics and Informatics (CSIE)
96.	Università degli studi di Pavia	Italy	institutional
97.	Università degli studi di Perugia	Italy	International Business and Economics (REI)
98.	Università degli Studi Mediterranea di Reggio Calabria	Italy	Economic Cybernetics, Statistics and Informatics (CSIE)
99.	Università degli studi di Roma « La Sapienza »	Italy	Economic Cybernetics, Statistics and Informatics (CSIE)
100.	Università degli studi di Roma « Tor Vergata »	Italy	Doctoral School (CSUD)
101.	Università degli studi di Sassari	Italy	Business and Tourism (BT)
102.	Università degli studi di Trieste	Italy	International Business and Economics (REI)
103.	Università degli studi di Verona	Italia	Agrifood and Environmental Economics (EAM)
104.	University of Latvia	Latvia	Business Administration in foreign languages (FABIZ)
105.	Vilnius University	Lithuania	Business and Tourism (BT)
106.	Mykolas Romeris University - Vilnius	Lithuania	Theoretical and Applied Economics (ETA)
107.	Goce Delcev University Stip	Macedonia	Administration and Public Management (AMP)

No.	Partner University	Country	Institutional structure coordinating the agreement
108.	University of Leicester	UK	International Business and Economics (REI)
109.	University of Reading	UK	Finance and Banking (FABBV)
110.	University of Agder	Norway	Accounting and Management Information Systems (CIG)
111.	BI Norwegian Business School (Oslo)	Norway	International Business and Economics (REI)
112.	HAN University of Applied Sciences	Netherlands	Management (MAN)
113.	University of Amsterdam	Netherlands	Accounting and Management Information Systems (CIG)
114.	University of Groningen	Netherlands	Business and Tourism (BT)
115.	Hanze University of Applied Sciences Groningen	Netherlands	Economic Cybernetics, Statistics and Informatics (CSIE)
116.	Akademia Polonijna - Czestochowa	Poland	International Business and Economics (REI)
117.	Business and Administration School in Gdynia	Poland	International Business and Economics (REI)
118.	University of Economics in Katowice	Poland	Finance and Banking (FABBV)
119.	University of Silesia in Katowice	Poland	International Business and Economics (REI)
120.	Cracow University of Economics	Poland	Accounting and Management Information Systems (CIG) Finance and Banking (FABBV)
121.	University of Lodz	Poland	institutional
122.	Politechnika Lubelska – Lublin	Poland	Administration and Public Management (AMP)
123.	West Pomeranian Technological University in Szczecin	Poland	Theoretical and Applied Economics (ETA)

No.	Partner University	Country	Institutional structure coordinating the agreement
124.	Warsaw School of Economics	Poland	Theoretical and Applied Economics (ETA)
125.	Lazarski University – Warsaw	Poland	Business Administration in foreign languages (FABIZ)
126.	Collegium Civitas, Warsaw	Poland	Administration and Public Management (AMP)
127.	Universidade de Aveiro	Portugal	Business and Tourism (BT)
128.	Instituto Politecnico de Bragança	Portugal	institutional
129.	Universidade Nova de Lisboa	Portugal	Accounting and Management Information Systems (CIG)
130.	Universidade de Lisboa	Portugal	International Business and Economics (REI)
131.	Instituto Superior de Gestao Lisboa	Portugal	Management (MAN)
132.	Universidade de Porto	Portugal	Management (MAN)
133.	Universidade Portucalense Infante D. Henrique, Porto	Portugal	Business and Tourism (BT)
134.	University of Maribor	Slovenia	Accounting and Management Information Systems (CIG)
135.	University of Economics, Bratislava	Slovakia	Business and Tourism (BT)
136.	Technical University in Kosice	Slovakia	International Business and Economics (REI)
137.	Slovak University of Agriculture in Nitra	Slovakia	Agrifood and Environmental Economics (EAM)
138.	CEIMAR – Campus de Excelencia Internacional del Mar	Spain	Agrifood and Environmental Economics (EAM)
139.	Universidad Castilla – La Mancha	Spain	Business and Tourism (BT)
140.	Universidad de Huelva	Spain	Doctoral School (CSUD)
141.	Universidad de Jaen	Spain	Business Administration in foreign languages (FABIZ)

No.	Partner University	Country	Institutional structure coordinating the agreement
142.	Universidade de Madeira	Spain	Management (MAN)
143.	Universidad Complutense de Madrid	Spain	Administration and Public Management (AMP)
144.	Universidad Carlos III Madrid	Spain	Administration and Public Management (AMP)
145.	Universidad de Malaga	Spain	institutional
146.	Universidad Politecnica de Cartagena	Spain	Management (MAN)
			Business and Tourism (BT)
147.	Universidad de Navarra - ISSA School of Management Assistants	Spain	Management (MAN)
148.	Universidad de Cantabria	Spain	International Business and Economics (REI)
149.	Universidad de Santiago de Compostela	Spain	institutional
150.	Universidad de Vigo	Spain	Management (MAN)
151.	Universidad de Zaragoza	Spain	International Business and Economics (REI)
152.	TED University Ankara	Turkey	Administration and Public Management (AMP)
153.	Giresun University	Turkey	Theoretical and Applied Economics (ETA)
154.	Istanbul University	Turkey	Accounting and Management Information Systems (CIG)
155.	Istanbul Technical University	Turkey	Management (MAN)
156.	Yildiz Technical University	Turkey	International Business and Economics (REI)
			Finance and Banking (FABBV)
157.	Istanbul Arel University	Turkey	Management (MAN)
158.	Istanbul Gelisim University	Turkey	institutional
159.	Istanbul Şehir University	Turkey	Management (MAN)

No.	Partner University	Country	Institutional structure coordinating the agreement
160.	Budapest Business School	Hungary	Business Administration in foreign languages (FABIZ)
161.	Kodoláni János Foöiskola (Szekeferevar si Budapesta)	Hungary	Business and Tourism (BT)
162.	University of Obuda	Hungary	Theoretical and Applied Economics (ETA)

Agreements with partner countries:

No.	Partner University	Country	Institutional structure coordinating the agreement
163.	Azerbaijan Technological University	Azerbaijan	institutional
164.	Universidad de Talca	Chile	Theoretical and Applied Economics (ETA)
165.	St. Petersburg State University of Economics	Russian Federation	institutional
166.	The Academy of Economic Studies of Moldova	Republic of Moldova	institutional
167.	The University of European Studies of Moldova	Republic of Moldova	Theoretical and Applied Economics (ETA)
168.	Kyiv National Economic University named after Vadym Hetman	Ukraine	institutional
169.	Tashkent Financial Institute	Uzbekistan	Finance and Banking (FABBV)

APPENDIX 3
RESEARCH STUDY

**Academic staff perception of the degree of internationalization
of the BUES activity**

**I. Feasible objectives related to the increase in the degree of internationalization
of the Bucharest University of Economic Studies over the next 10 years**

Feasibility	NO	neutral	YES
Increasing the share of the (undergraduate and master) students who participated in at least 1 international activity abroad to minimum 30%	14.11%	23.31%	68.71%
Increasing the share of the students who benefit from mobility programmes to 10% of the total number of students	16.56%	17.18%	60.74%
Increasing the number of articles published in international journals from abroad by 30%	20.86%	23.93%	55.83%
Increasing the share of doctoral students who publish at least one article abroad to 50%	21.47%	24.54%	55.21%
Doubling the number of programs with dual diploma	22.70%	34.36%	53.37%
Increasing the number of articles written in collaboration with researchers affiliated with universities from abroad by 50%	25.77%	26.99%	49.69%
Increasing the share of foreign professors in the academic staff to 5%	24.54%	28.22%	48.47%
Doubling the number of international activities (addressed both to students and the teaching staff)	23.93%	22.70%	46.01%
Increasing the share of international students in the total number of students from 2.5% at present to 10% in 2027	25.77%	22.70%	39.88%
Increasing the number of programmes in international languages to 25% of the total number of programmes offered by the university	38.65%	30.06%	33.13%

Comments:

- Generally, the suggested objectives are considered feasible in significant percentages.
- The most feasible objectives are those related to undergraduate and doctoral students.
- An objective specifically related to research is only ranked 3rd in terms of its feasibility.

II. Obstacles to the increase in the degree of internationalization of BUES

Obstacle	Percentage
The lack of financial support for the academic staff who aims to participate in international activities abroad (b)	65.48%
The inadequate budget for international activities (a)	54.17%
The lack of international certification of most of the undergraduate and master programmes (h)	30.95%
The quality of the learning environment (i)	25.60%
The university does not offer sufficient training opportunities to the academic staff to prepare them for teaching in international languages (f)	17.26%
Access to international on-line sources of documentation / information (international databases / journals etc.) (j)	16.67%
The university does not promote the existing programmes in foreign languages to a satisfying degree (e)	16.07%
The small number of foreign professors who teach in the undergraduate and master programmes (g)	16.07%
The undergraduate, master and doctoral programmes are not competitive enough as compared to similar programmes offered by other Romanian universities or universities in the region (d)	14.29%
The quality of the interaction between students and the administrative staff (l)	11.31%
The undergraduate, master and doctoral programmes in foreign languages are limited in number (c)	6.55%
The topicality and diversity of the book fund of the university library (k)	4.17%

III. Essential measures with a view to attracting international students on undergraduate and master programmes

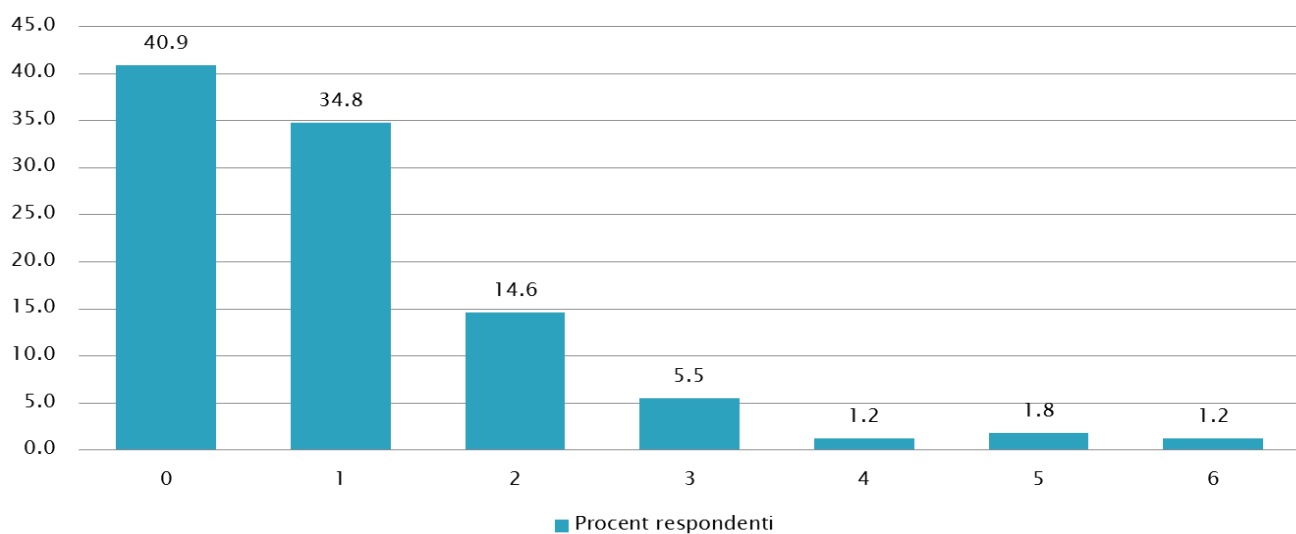
The promotion of undergraduate and master programmes at different events or through other channels in the identified target countries (a)	56.55%
The creation of professional master programmes or specializations at the undergraduate level in partnership with international institutions and multinational companies from abroad (h)	53.57%
The signing of partnerships with international student organizations to generate international projects and events (c)	34.52%
The increase in our students' competitiveness through their adequate training and support, with a view to increasing their participation in international contests (d)	32.14%
The signing of partnerships with NGOs and companies which could support students by awarding private scholarships (e)	25.00%
The implementation of socio-cultural programs dedicated to foreign students (b)	20.83%
The increase in the institutional power of the International Relations Office (i)	19.64%
The increase in the number of international events dedicated to students (g)	17.26%
The increase in the number of foreign languages that can be studied by students (f)	10.71%

IV. International scientific results

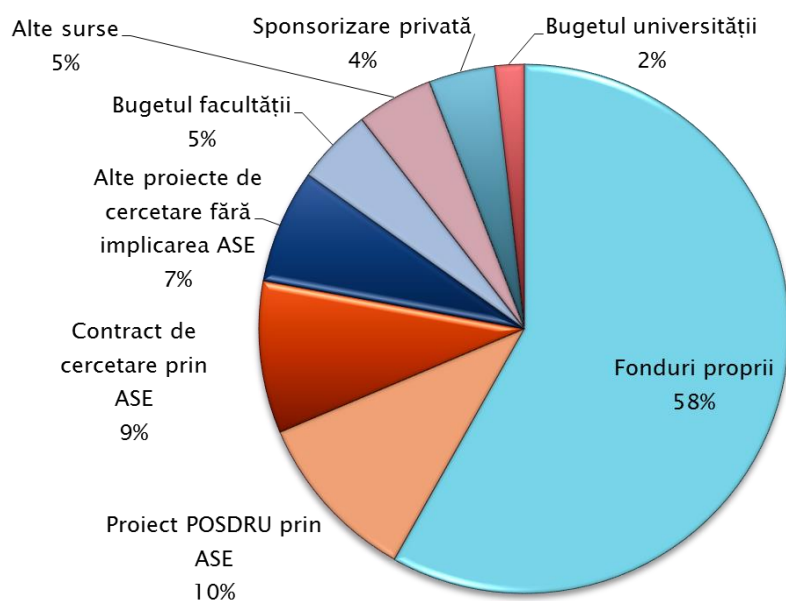
	0	1 or 2	3 and above	no answer
Papers published in the conference proceedings/volumes of international conferences from abroad	25.00%	46.43%	25.00%	3.57%
Scientific articles published in IDB-indexed journals from abroad	35.12%	45.24%	17.26%	2.38%
Scientific articles published in ISI-indexed journals from abroad	59.52%	29.76%	7.14%	3.57%
Number of papers/books published abroad with at least one foreign co-author	67.86%	23.81%	4.17%	4.17%
Books or chapters in books published at prestigious international publishing houses	64.88%	27.98%	3.57%	3.57%

Number of participations in international conferences in the last year
- % respondents -

Numărul de participări conferințe internaționale în ultimul an



Sources of financing for the participation in international conferences:



- private sponsorship 4%
- university budget 2%

- own funds 58%
- POSDRU-BUES project 10%
- BUES research grant 9%
- other research projects (no BUES involvement) 7%
- faculty budget 5%
- other sources 5%

Regarding this section of the research study, we should mention the fact that the question is a multiple-choice question. Of a total of 172 answers, 58% indicate the academics' own funds as the financing source of their participation in international conferences.

V. Academics' perception of the institution's internationalization activity

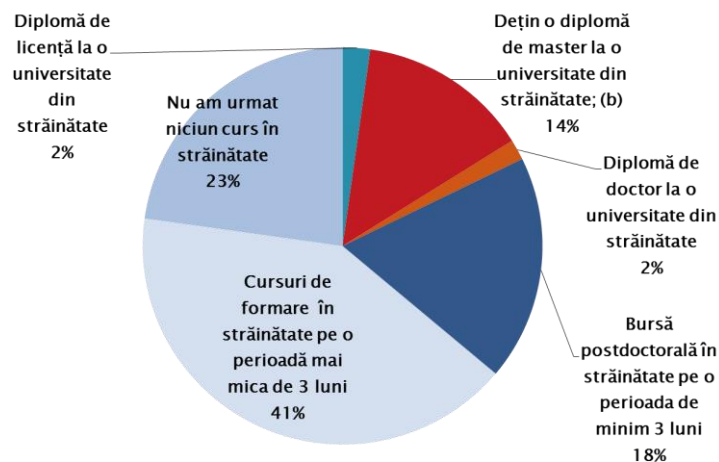
	1	2	3	4	5
On a scale from 1 to 5, how important is the activity of the International Relations Division to you?	19%	9%	16%	27%	29%
On a scale from 1 to 5, how necessary do you consider the increase in the institutional power of the International Relations Division is?	8%	10%	21%	29%	32%
On a scale from 1 to 5, how willing are you to be involved in activities aimed at the internationalization of our university?	1%	5%	23%	27%	44%
How useful do you consider the elaboration of, and the full commitment to an internationalization strategy of BUES are?	1%	4%	13%	28%	54%

Comments:

- The internationalization activity of our institution is considered important by the respondents.
- Most respondents consider that it is necessary to increase the institutional power of the International Relations Division.
- There is a willingness of the academic staff to get involved in internationalization activities.
- An internationalization strategy is clearly considered necessary.

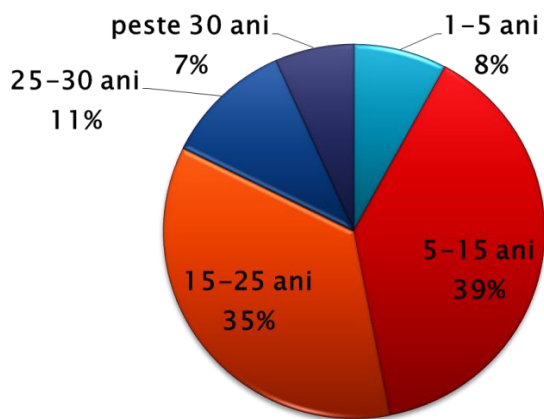
VI. Characteristics of the respondents

➤ Formation and training abroad



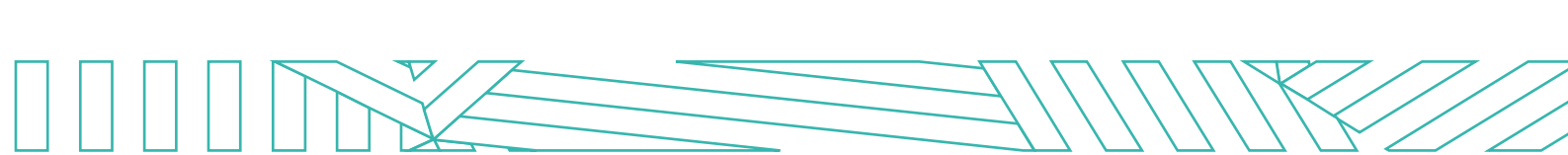
- BA degree obtained from a university from abroad- 2%
- MA degree obtained from a university from abroad (b)- 14%
- PhD obtained from a university from abroad- 2%
- Postdoctoral scholarship abroad for minimum 3 months- 18%
- Training courses abroad for less than 3 months- 41%
- I have never attended training abroad- 23%.

➤ The duration of one's affiliation with BUES



- over 30 years 7%
- 25-30 years 11%
- 15-25 years 35%
- 5-15 years 39%
- 1-5 years 8%

Conclusions of the research study:

- 
- **Most respondents acknowledge the importance of the institution's internationalization activity (IA).**
 - **The respondents view IA as being closely related to student activities.**
 - **The teaching and research activity of the academic staff is perceived as a relevant vehicle for internationalization.**