



UNIVERSITY OF NATIONAL AND WORLD ECONOMY

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## INTERNATIONALIZATION STRATEGY 2020 – 2025

(Vision, Strategic Goals, Priorities and Measures)

Established in 1920, the University of National and World Economy (UNWE) is the largest and longest running business university in South-eastern Europe. In 2017 for the third time the University was awarded the highest attainable accreditation rating by the National Evaluation and Accreditation Agency among all Bulgarian universities. Today, UNWE is well known for its excellence, with employers often referring to it as the “Bulgarian Harvard”, due to the high calibre of its graduates, and plays an integral role in furthering educational and research standards in social, economic and legal sciences. A key instrument for fulfilling this promise has always been internationalization. The great value the University places on internationalization is emphasized by the Internationalization Strategy detailed in what follows.

### *Overall Objective of the Internationalization Strategy*

The objective of the UNWE Internationalization Strategy 2020 – 2025 (the Strategy) is to outline the overall framework of strategic goals, priorities and measures that could contribute to the improvement of the overall internationalization at the University, and thereby contribute to implementing the University’s vision. In order for UNWE to become an internationally recognized leader among the schools of higher education in South-eastern Europe, the Strategy defines measures within four major directions. The following logic of intervention applies: the successful *fostering of the internationalization processes in education and research* (Strategic goals 1 and 2) is underpinned by an *improved institutional ecosystem of internationalization* (Strategic goal 3) and enhanced by *the creation of societal value “at home” and “abroad”* (Strategic goal 4). In structural terms these goals optimally cover the three missions of higher education<sup>1</sup>, typical of every well established institution in the European higher education area and in the European research area. In terms of content the goals successfully integrate traditional measures for “internationalization abroad” and more innovative measures for “internationalization at home”.

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<sup>1</sup> “First mission” – education, “second mission” – research, and “third mission” – societal outreach.

## *UNWE Vision*

The University of National and World Economy sees itself as a future leader among the higher schools in South-eastern Europe educating students and conducting research in the field of economics, management and administration, law and politics.

## *Strategic Goals*

The major objective of UNWE internationalization for the period 2020 – 2025 is that the University should become an attractive education and research hub for international students, faculty and researchers forming professional and personal competences and developing research and innovations that will lead the contemporary society towards a more perfect and humane world.

This major objective shall be implemented through the achievement of the following **four strategic goals**:

1. **Fostering Internationalization in education** through increasing the mobility of students and academic staff, joining and participating in international academic networks and education projects, upgrading bachelor's and master's degree programmes and attracting an ever-growing number of international students.
2. **Fostering internationalization in research** through increasing the mobility of doctoral students and researchers, joining and participating in international research networks and research projects, and attracting an ever-growing number of international doctoral students and researchers.
3. **Enhancing the internationalization ecosystem** through nurturing an institutional culture of internationalization, increasing the administrative capacity, improving the infrastructure and expanding the scope of international cooperation.
4. **Encouraging internationalization for creating societal value** through contributing to key international social commitments and to the international transfer of knowledge and innovations.

## *Priorities and Measures to Achieve the Strategic Goals*


The priorities under the four strategic goals are presented in figure 1. All measures that underpin the priorities aim at the utilization of the University's competitive advantages, take advantage of the opportunities, as well as reduce the weaknesses and offset the threats.

**Vision:**

**UNWE sees itself as a future leader among the higher schools in South-eastern Europe educating students and conducting research in the field of economics, management and administration, law and politics.**

*Major objective of internationalization:*

*UNWE should become an attractive education and research hub for international students, faculty and researchers forming professional and personal competences and developing research and innovations that will lead the contemporary society towards a more perfect and humane world.*

	1. Fostering internationalization in education	2. Fostering internationalization in research	3. Enhancing the internationalization ecosystem	4. Encouraging internationalization for creating societal value
STRATEGIC GOALS				
PRIORITIES	<ul style="list-style-type: none"><li>1.1. Increasing the <b>outgoing mobility</b> of students and academic staff</li><li>1.2. Increasing the <b>incoming mobility</b> of students and academic staff</li><li>1.3. Joining and participating in <b>international academic networks and education projects</b></li><li>1.4. Improving the <b>international profile</b> of bachelor's and master's degree programmes</li><li>1.5. Attracting <b>international students</b></li></ul>	<ul style="list-style-type: none"><li>2.1. Increasing the <b>outgoing mobility</b> of doctoral students and researchers</li><li>2.2. Increasing the <b>incoming mobility</b> of doctoral students and researchers</li><li>2.3. Joining and participating in <b>international research networks and research projects</b></li><li>2.4. Improving the <b>international profile</b> of doctoral degree programmes</li><li>2.5. Attracting <b>international doctoral students and researchers</b></li></ul>	<ul style="list-style-type: none"><li>3.1. Nurturing an institutional <b>culture</b> of internationalization</li><li>3.2. Increasing the <b>administrative capacity</b></li><li>3.3. Improving the IT and physical <b>infrastructure</b></li><li>3.4. Improving the UNWE positions in <b>international university rankings</b></li><li>3.5. Expanding the <b>international cooperation</b></li></ul>	<ul style="list-style-type: none"><li>4.1. Contributing to key <b>international social commitments</b></li><li>4.2. Contributing to the <b>international transfer of knowledge and innovations</b></li></ul>  <p>100th Anniversary of the National and Kapodistrian University of Sofia 1920 SPIRIT IS POWER</p>

**Figure 1. Strategic Goals and Priorities for UNWE Internationalization, 2020 – 2025**

## **STRATEGIC GOAL 1.**

### **Fostering internationalization in education**

#### **Priority 1.1. Increasing the outgoing mobility of students and academic staff**

- Measure 1.1.1. Promoting the outgoing mobility of students taking full advantage of the opportunities provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 1.1.2. Promoting the outgoing teaching mobility of academic staff taking full advantage of the opportunities provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 1.1.3. Organizing annual events for outgoing mobility promotion.
- Measure 1.1.4. Gradually increasing the number of foreign language classes into the bachelor's degree curricula.
- Measure 1.1.5. Gradually implementing outgoing student mobility periods (either physical or virtual) into the bachelor's degree curricula.

#### **Priority 1.2. Increasing the incoming mobility of students and academic staff**

- Measure 1.2.1. Fostering the awareness raising campaigns among the partner universities in order to promote the opportunities for incoming student mobility provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 1.2.2. Attracting faculty from leading universities abroad for giving a series of lectures.
- Measure 1.2.3. Organizing annual international weeks at UNWE for Erasmus+ teaching and training activities.
- Measure 1.2.4. Organizing joint international education forums at UNWE – summer schools, seminars, etc.

#### **Priority 1.3. Joining and participating in international academic networks and education projects**

- Measure 1.3.1. Encouraging academic staff and students to join and participate in international academic networks and education projects.
- Measure 1.3.2. Providing an active support to faculty teams in the development of European and international funded cooperation projects for education.

#### **Priority 1.4. Improving the international profile of bachelor's and master's degree programmes**

- Measure 1.4.1. Continuously improving the quality of education in the English-taught programmes.
- Measure 1.4.2. Providing incentives to the academic staff involved in the English-taught degree programmes.
- Measure 1.4.3. Encouraging departments to develop new joint master's degree programmes in cooperation with prestigious universities abroad.
- Measure 1.4.4. Encouraging departments to develop new English-taught degree programmes in the remote form of education.
- Measure 1.4.5. Encouraging departments to apply for accreditation of degree programmes by international organizations.

#### **Priority 1.5. Attracting international students**

- Measure 1.5.1. Improving the communication means – advertising leaflets in English, "International Students" webpage, etc.

- Measure 1.5.2. Promoting the cooperation with Bulgarian embassies and consular services, and with the diplomatic missions accredited in the Republic of Bulgaria aimed at raising UNWE publicity.
- Measure 1.5.3. Promoting the cooperation with Bulgarian schools abroad aimed at raising UNWE publicity.
- Measure 1.5.4. Participating in international education exhibitions and fairs – either independently or jointly with other Bulgarian universities (based on a cost-benefit analysis).
- Measure 1.5.5. Partnering with international higher education organizations for attracting more international students (based on a cost-benefit analysis).
- Measure 1.5.6. Partnering with stakeholder organizations that provide scholarships for international students in Bulgaria.
- Measure 1.5.7. Improving the international student services throughout the academic cycle (e.g., establishing a mentoring system for the integration of international students).
- Measure 1.5.8. Actively promoting the English-taught master's degree programmes among the international students that have had incoming mobility in UNWE.
- Measure 1.5.9. Establishing a network of alumni ambassadors.

## **STRATEGIC GOAL 2.**

### **Fostering internationalization in research**

#### **Priority 2.1. Increasing the outgoing mobility of doctoral students and researchers**

- Measure 2.1.1. Promoting the outgoing mobility of doctoral students taking full advantage of the opportunities provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 2.1.2. Promoting the outgoing mobility of researchers taking full advantage of the opportunities provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 2.1.3. Encouraging doctoral students, faculty and researchers to participate in international scientific forums. Providing incentives for this participation within a limit set by the Academic Council.

#### **Priority 2.2. Increasing the incoming mobility of doctoral students and researchers**

- Measure 2.2.1. Fostering the awareness raising campaigns among the partner universities in order to promote the opportunities for incoming mobility of doctoral students provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 2.2.2. Fostering the awareness raising campaigns among the partner universities in order to promote the opportunities for incoming mobility of researchers provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements.
- Measure 2.2.3. Organizing international scientific forums at UNWE with the participation of researchers from abroad. Attracting Bulgarian researchers, working abroad as participants.

#### **Priority 2.3. Joining and participating in international research networks and research projects**

- Measure 2.3.1. Encouraging faculty and researchers to join and participate in international research networks and research projects. Reducing the minimum hours of instructional time for such participants within a limit set by the Academic Council.
- Measure 2.3.2. Providing an active support to research teams in the development of European and international funded cooperation projects for research.

- Priority 2.4. Improving the international profile of doctoral degree programmes**
- Measure 2.4.1. Encouraging departments to develop joint doctoral degree programmes / doctoral degree programmes with co-tutorship.
- Measure 2.4.2. Encouraging faculty and researchers to participate in international co-tutorship agreements for doctoral theses.
- Measure 2.4.3. Launching a range of innovative English-taught doctoral degree programmes in the remote form of education. Preparing specialized e-resources.
- Priority 2.5. Attracting international doctoral students and researchers**
- Measure 2.5.1. Partnering with universities abroad that do not offer their own accredited doctoral degree programmes in the fields of social, economic and legal sciences.
- Measure 2.5.2. Prioritizing research projects implemented by research teams involving international doctoral students and/or researchers (when projects are funded under the annual UNWE research programme).
- Measure 2.5.3. Involving international doctoral students and researchers into the national and international projects, developed and/or implemented by UNWE or its network of research centres and institutes.
- Measure 2.5.4. Launching an externally funded programme for attracting international post-doctoral researchers.

### **STRATEGIC GOAL 3. Enhancing the internationalization ecosystem**

- Priority 3.1. Nurturing an institutional culture of internationalization**
- Measure 3.1.1. Encouraging students, doctoral students, and staff to actively participate in internationalization activities. Continuously improving the quality of implementation.
- Measure 3.1.2. Establishing annual awards for significant achievements in internationalization.
- Measure 3.1.3. Regularly updating the information in the “International Cooperation”, “International Students” and “Mobility” webpages.
- Priority 3.2. Increasing the administrative capacity**
- Measure 3.2.1. Improving the coordination among the administrative units in charge of international cooperation (e.g., establishing a mechanism for annual reporting of the international activity at the faculty level).
- Measure 3.2.2. Strengthening the capacity of the University Centre for Students and Teachers Mobility (e.g., establishing a network of Erasmus coordinators).
- Measure 3.2.3. Strengthening the capacity of the units in charge of international students through training (e.g., English language, intercultural competencies, etc.).
- Measure 3.2.4. Promoting the outgoing mobility of administrative staff taking full advantage of the opportunities provided by the Erasmus+ program, by other international programs as well as by bilateral cooperation agreements. Encouraging the transfer of best practices.
- Measure 3.2.5. Introducing performance-based incentives to the administrative staff involved in international activities.
- Priority 3.3. Improving the IT and physical infrastructure**
- Measure 3.3.1. Developing an attractive English version of the UNWE website.
- Measure 3.3.2. Improving the functionality of the platforms for remote learning and for administrative student services.
- Measure 3.3.3. Creating an externally funded free Wi-Fi zone in the UNWE campus.

- Measure 3.3.4. Gradually replacing the Bulgarian signs at the UNWE campus with bilingual ones.  
Measure 3.3.5. Renovating student housing (in stages).

**Priority 3.4. Improving the UNWE positions in international university rankings**

- Measure 3.4.1. Establishing a mechanism for including UNWE in top international university rankings and monitoring the performance.  
Measure 3.4.2. Integrating key performance indicators from the international rankings into the university quality management system.

**Priority 3.5. Expanding the international cooperation**

- Measure 3.5.1. Fostering joint activities undertaken by the international academic and research networks of which UNWE is a member as well as those envisaged by the bilateral cooperation agreements.  
Measure 3.5.2. Supporting the integration of UNWE into new international academic and research networks (e.g., European Universities, Knowledge Alliances, etc.).  
Measure 3.5.3. Contacting leading universities abroad in the fields of social, economic and legal sciences aimed at expanding the network of active academic partnerships.  
Measure 3.5.4. Contacting universities in regions with high potential for attracting international students and doctoral students (e.g., the Balkans, the Commonwealth of Independent States, Southern and Central Europe, North Africa, the Middle East, South-eastern Asia, etc.) aimed at expanding the network of active academic partnerships.

**STRATEGIC GOAL 4.**

**Encouraging internationalization for creating societal value**

**Priority 4.1. Contributing to key international social commitments**

- Measure 4.1.1. Fostering the participation of UNWE in international initiatives, encouraging the implementation of the European strategic priorities.<sup>2</sup>  
Measure 4.1.2. Promoting the cooperation with the Representation of the European Commission in Bulgaria and with the diplomatic missions accredited in the Republic of Bulgaria aimed at raising awareness of Bulgarian organizations contributing to sustainable development /corporate social responsibility.

**Priority 4.2. Contributing to the international transfer of knowledge and innovations**

- Measure 4.2.1. Organizing public lectures aimed at the transfer of international experience and best practices.  
Measure 4.2.2. Raising the awareness of the international public of the UNWE achievements in education and research.

## ***Implementation of the Strategy***

For the purposes of operational planning and ongoing monitoring, the Strategy shall be implemented in two stages: the first stage – is the stage of moderate development (2020 – 2023), and the second stage – is the stage of accelerated development (2023 – 2025). For every stage a separate Operational plan shall be developed.

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<sup>2</sup> The new strategic agenda 2019-2024 of the European Council focuses on the following four main priorities: protecting citizens and freedoms; developing a strong and vibrant economic base; building a climate-neutral, green, fair and social Europe; promoting European interests and values on the global stage (see, A new strategic agenda 2019-2024, available at: <https://www.consilium.europa.eu/en/press/press-releases/2019/06/20/a-new-strategic-agenda-2019-2024/>).