

# **INTERNATIONALISATION STRATEGY**

2024-2027

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## **1 INTRODUCTION**

Internationalisation for Corvinus refers to a deliberate and comprehensive **effort to integrate global perspectives, experiences, and collaborations** into various aspects of the university's functions. This includes teaching, learning research, services and administration, external and internal communication, infrastructure, values and institutional culture. The goal is to enhance the university's **global orientation**, ensuring that students receive an education that prepares them to succeed in an international context and that the institution actively engages in international academic and research networks and collaborations.

By accepting internationalisation as a strategic pillar, the goal is not only to meet numerical targets but also to **create value for the university**. This involves supporting the ambitions of education, advancing research initiatives, and fulfilling the broader mission of the institution. Successful internationalisation, when integrated as a foundational element, should be **part of all decisions and activities** of the Corvinus, ensuring its relevance and impact in a globally connected world. Additionally, internationalisation enhances the **competitiveness of graduates** and, consequently, their **employers** in the international field.

The internationalisation strategy of the university is an overarching layer, having connection to all other sub-strategies, and impacting all areas of Corvinus activities.

## 2 MOTIVATION

Our commitment to internationalisation is driven by the understanding that higher education and research are inherently global endeavours, contributing not only to the advancement of knowledge but also to the reputation of our institution on the world stage.

In shaping our university's internationalisation strategy, our core objective is to provide students an education in our core academic areas that **enables them to compete on a global scale**. Moreover, we are committed to fostering a diverse learning environment by attracting both regional and out-of-region students. By welcoming students from beyond our immediate geographic scope we aim to enrich the cultural fabric of our academic community and offer a truly global perspective in our programs. This ensures our graduates are well-prepared to navigate the challenges posed by globalisation and to excel in a world facing complex, international issues.

Our ambition is to provide a best practice for internationalisation in Hungary and helping local partner universities and policy makers with our experience.

In today's interconnected world, where global challenges require global solutions, our graduates must possess international knowledge and experience. By infusing our curriculum with a global perspective, we aim to equip our students with the skills needed to thrive in multinational corporations, start-ups, SMEs, governmental and non-governmental organisations. Our university's dedication to international collaboration in research further ensures that our graduates are not only academically competitive but also well-prepared to contribute meaningfully to global discussions and solutions. Through these efforts, we empower our students to be internationally competitive, culturally sensitive, ready to tackle global challenges, and positioned for success in an increasingly interconnected global professional landscape.

### 3 KEY PRINCIPLES

For the internationalisation of Corvinus, the following key principles guiding us:

Principle	Description
<b>Following International Standards and Best Practices</b>	<ul style="list-style-type: none"> <li>• We are committed to international excellence by aligning with international best practices, especially meeting international accreditation requirements to ensure and uphold high academic standards.</li> <li>• We embed a quality-driven approach in all international activities, maintaining a commitment to excellence in education, research, and institutional practices.</li> </ul>
<b>Strategic Internationalisation with Openness to Innovation</b>	<ul style="list-style-type: none"> <li>• We follow our strategic objectives in internationalisation, yet we remain open to new opportunities that may not have been part of Corvinus's past practices.</li> <li>• We embrace innovative approaches to international activities within the framework of the university's guiding principles.</li> </ul>
<b>Meaningful and Impactful Collaborations</b>	<ul style="list-style-type: none"> <li>• We prioritise partnerships and activities that are meaningful and impactful, focusing on quality collaborations that contribute to accomplishing the university's mission and vision.</li> <li>• We select and retain partners based on their commitment to excellence, aligning with the university's principles.</li> <li>• We are open to help emerging partners in their efforts towards internationalisation for mutual benefits.</li> </ul>
<b>Addressing Local, Regional, European and Global Challenges</b>	<ul style="list-style-type: none"> <li>• We develop international activities that are responsive to the needs and challenges of Hungary, the CEE region, Europe and the global community across education (programmes, courses), research and third mission activities.</li> </ul>
<b>Balance Local Responsibilities with Internationalisation Objectives</b>	<ul style="list-style-type: none"> <li>• Corvinus aims to strike a balance between the ambition to transform into an international institution and the dedication to local students, faculty and knowledge creation.</li> </ul>

## 4 STRATEGIC AMBITIONS

In order to formalise our strategic ambitions, the following fields were identified:

- Strategic Ambition 1: Corvinus will enhance the integration of internationalisation within its institutional GOVERNANCE
- Strategic Ambition 2: International VISIBILITY and RECOGNITION will be improved
- Strategic Ambition 3: International PARTNERSHIPS will contribute more to the realisation of the goals of Corvinus
- Strategic Ambition 4: Corvinus will elevate the international experience of the STUDENTS
- Strategic Ambition 5: Corvinus will have a more internationalised FACULTY and STAFF

For detailed objectives, actions and measurements, please check the tables of chapter 5.

**Strategic Ambition 1:**  
**Corvinus will enhance the integration of internationalisation within its institutional GOVERNANCE**

We believe in the importance of embedding a international perspective in every facet of university life. Achieving an international environment requires a holistic integration of internationalisation into all Corvinus activities. Furthermore, an openness to international experiences, learning from other educational institutions, and staying attuned to evolving trends in higher education are paramount.

We aim to increase the visibility and importance of internationalisation in the strategic, tactical, and operational decisions of the university. We must ensure the inclusion of members with diverse backgrounds and relevant international experience, including regional and global academic leaders, as well as corporate and other organisational representatives.

Utilizing our International Advisory Board will help us assess our school against international best practices, gain insights into trends and understand how others have faced similar challenges.

To uphold the University's internationalisation strategies, operational excellence in international activities must be seamlessly integrated into teaching, learning, research, services, administration, external and internal communication, as well as infrastructure services. It also requires support and training for international expectations for all levels of the organisation, to adopt and follow international best practices.

Consequently, when reviewing existing and formulating new policies, activities, and processes, the international perspective should be a pivotal consideration in decision-making. Moreover, the wider adoption of English in communication, decision-making,

and daily interactions will be a cornerstone in fostering a truly international academic environment.

Strategic objectives:

- 1.1 Internationalise leadership and management structures
- 1.2 Provide internationalisation benchmarking and indicators for decision-making
- 1.3 Extend international mindset in operational excellence

<b>Strategic Ambition 2:</b> <b>International VISIBILITY and RECOGNITION will be improved</b>
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Over the past decades, Corvinus has actively participated in and contributed to various prestigious international networks, including EFMD, AACSB, AMBA, CEMS, PIM, CLADEA, and HUMANE. This commitment to international collaboration has been fortified by the integration of international best practices and standards, leading to the attainment of significant international accreditations such as AACSB, AMBA, and two EFMD-accredited programs, along with the EAPAA accreditation.

Our engagement extends beyond accreditations, as evidenced by our active involvement in initiatives like the Business School Impact System (BSIS) and the Principles for Responsible Management Education (PRME) network. Moreover, we have secured industrial accreditations from esteemed bodies such as the Project Management Institute (PMI) and the Association of Chartered Certified Accountants (ACCA). Our outreach also spans participation in international business networks such as the American Chamber of Commerce (AmCham) and the German-Hungarian Chamber of Industry and Commerce (DUIHK).

We aim to bolster and enhance our international visibility, recognition and brand awareness. This involves effectively communicating our successes while actively seeking feedback from our international stakeholders. Therefore, a more conscious management of our international publicity is required with a dedicated task force. Moreover, bringing research, educational and other professional conferences to Corvinus can enhance our reputation.

Our alumni are our best ambassadors to the outside world, especially on international levels. We need to and active and proud Alumni community who can be our „international ambassadors”. In this way international alumni can help us to have stronger ties to the global world, helping us to understand global needs and have access to global enterprises and organisations.

Strategic objectives:

- 2.1 Increased positive international reputation and brand awareness
- 2.2 Improve international rankings and accreditations

### 2.3 Amplify international alumni engagement

As an overall strategic ambition, through the practice and performance of the university, we aim to maintain and extend our international accreditations and get listed and advanced in selected rankings.

**Strategic Ambition 3:**  
**International PARTNERSHIPS will contribute more to the realisation of the goals of Corvinus**

Corvinus has an extensive network of partnerships that spans across Europe and beyond. Collaborating with prestigious international institutions, we are an active participant in renowned networks such as CEMS, PIM and CLADEA, reinforcing our commitment to global collaboration. In the Central and Eastern European (CEE) region, our collaborative endeavors benefit from the support of the CEEPUS initiative, enhancing our regional network activities.

We aim to foster excellence in education, research, and our service activities through collaborative initiatives with partner schools. We also aim to extend partnerships through ethics, responsibility, sustainability initiatives.

Our partnership development guidelines:

- Quality assurance: we regularly review the quality of our partnerships based on:
  - o international accreditations (EQUIS, AACSB, and AMBA, or special programme level accreditations).
  - o rankings, including the QS Subject ranking.
  - o quality network memberships
  - o special unique value offered by our partners.
- Regional Engagement: we place a strong emphasis on regional embeddedness, and we seek to extend our activities on a regional scale. We utilise initiatives as CEEPUS and INTERREG to enhance our regional connections.
- Diversity and Inclusivity: Acknowledge the significance of partnerships with emerging schools, and we commit to fostering diverse and inclusive collaborations.

Exchange programmes have a long history at Corvinus, and during programme developments, we created mobility-window for our students, to allow them to seamlessly gather international experience. We can capitalise on the size of our partnership network to provide opportunities for all interested students. Our aim is to move beyond student exchange by advanced study collaborations, promoting project and research cooperations to add depth to our partnerships.

Strategic objectives:

#### 3.1 Align existing and new university and corporate partners with the strategic goals of Corvinus



### 3.2 Strengthen university and corporate collaborations to advance key strategic partnerships

#### **Strategic Ambition 4: Corvinus will elevate the international experience of the STUDENTS**

Hungary has always had global ties, but the real connection started after the transition in 1989-1990, which opened new doors to the world. While lacking a colonial history, we take pride in our ties to post-socialist and post-Soviet nations, as well as former allies in the socialist world, where Hungary remains an attractive destination for students from these regions, which market we aim to keep. Currently the university attracts mainly applicant from developing nations, and having limited attractiveness to the CEE region. We are grateful for the Stipendium Hungaricum program supporting our efforts to internationalise the student body from non-EU countries, although the programme teaches its limits.

Our commitment to welcoming students from across the globe extends to a specific focus on becoming more appealing in our own region, in Central-Eastern Europe. Simultaneously, we recognise the importance of developing a compelling value proposition for the "Western world," ensuring our business school resonates with students from diverse backgrounds and regions. In order to be attractive for applicant from CEE countries, we need to develop special CEE focus content and values offering, strong presence and communication in target counties.

Our aim is to create an international environment for both local and global students through providing internationally recognised curriculum and access to international opportunities.

We attract international students by<sup>1</sup>:

- Offering a **curriculum** rich in international practice and content, through seamlessly integrating local, regional, European and global perspectives.
- Showcasing our unique understanding of **emerging economies**, empowering students to identify and create opportunities in dynamic and evolving markets.
- Providing a compelling **value-for-money** proposition for both studies and living expenses
- Leveraging our advantageous location at the **heart of Europe**, allowing easy access to other European countries and partner schools, with a city-centre setting and excellent public transportation options.
- Being part of an international study environment, **with focused integration activities** for international students (orientation, connect events, language trainings, mentor programmes).
- Offering **international opportunities for studying**, including unique international programmes (e.g. CEMS), short and long term mobilities,

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<sup>1</sup> See Teaching Strategy for additional details

internship abroad, and double-degree opportunities (e.g. with Passau, Maastricht).

- Supporting our value through **international accreditations** and **network** memberships.
- Providing **innovative teaching methods** by exploiting the potential of technology, particularly in AI.
- Providing a **strong methodological** background and we are committed to include the perspectives of business, economics, social sciences and information technology in our programmes
- Providing a well-rounded understanding of the interconnected, continuously changing global business landscape through the integration of up-to-date, scientifically grounded **theoretical knowledge** and **practical orientation**.
- Deliberately integrating **extracurricular activities and talent developments** into our programmes
- Providing integrated **academic advising** and **career planning** support services to ensure that students develop intellectually and professionally through deliberately designed pathways to excellence, tailored to their personalities and interests.
- Offering an international environment **encourages creativity, critical thinking and collaboration**.

We have identified the following activities to further develop international student recruitment.

- We are offering a clear, consciously structured and continuously developed programme portfolio (with increasingly more programmes available in English).
- Further emphasising our unique selling points both on university and programme level, to differentiate our programmes and ourselves from regional competitors.
- Enhancing our admissions procedures and recruiting quality international students by introducing international standardised tests (SkillCert, GMAT/NMAT),
- Extending investments in digital marketing efforts to reach our target applicants.
- Developing student and alumni ambassador programmes, currently an underexploited marketing channel
- Continuously review of our agent network; ensuring our agencies adhere to ethical promotion of the university and attract quality applicants and appointing new agencies, if appropriate.
- Developing international scholarship and discount schemes, to incentivise alumni, referrals and regional high achievers to study at Corvinus.
- We develop the admission process and student journey along all university units.
- We are enhancing our communication content by incorporating the latest research results and showcasing our prominent programs (such as CEMS), along with highlighting our leading international collaborations and job opportunities.

It is important to recognise and support the special needs of international students and to take care of them throughout the entire student journey, starting from the first inquiry and maintaining the connection through our alumni services.

To enhance international education opportunities, our aim is to review and continuously adapt the mobility toolset. Beside the development of existing internationalisation tools (student exchange, short programs, BIPs, etc.) we want to highlight the following areas:

- We aim to expand the **depth of double degree programmes**. Corvinus already runs several double-degree agreements with partners, while most of the programmes are limited to a few participating students from each side. Our ambition is to upscale our double degree programmes, to enhance and scale our internationalisation efforts, adding volume and depth to existing or newly developed collaborations. This initiative aims to establish partnerships with high-quality international business schools, each with its own international campus. The programme can be advertised as our international campus. The program targets bachelor students during their 3rd year, aligning with programs that have a mobility window. Partnerships target 20-30 students per partner per year. The selection of students will be based on a rigorous application process and predefined quality criteria. The proposed framework also involves a 2-semester international program for incoming students from strategic partners. Students will have the option to undertake an internship either during their studies or in the summer, enriching their academic experience. The focus will be on delivering flagship, unique, and internationally attractive courses.<sup>2</sup>
- We also aim to create opportunities for those students who cannot or will not gather experience in foreign countries through offering **internationalisation at home opportunities**, through keeping up-to-date the curriculum<sup>3</sup> with regional, European and global content, through offering international study weeks when international guest speakers and courses are invited, and through offering collaborative courses with other universities (e.g. BIPs, COILs).
- We aim to develop further the **international internship** opportunities that provide opportunity for our students and recent graduated to gather international practice during or directly after finishing their studies. For 1 year

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<sup>2</sup> The programme requires:

- committed support from student services to efficiently manage both incoming and outgoing double-degree students.
- dedicated team of staff members will be required to coordinate with our international partners, serve as the main point of contact for double degree students, and collaborate with program directors.
- Development or extension of 2 flagship courses for up to 150 students.

<sup>3</sup> See Teaching Strategy, B4, C2 and C4 parts.

master programme students it is a good long-term opportunity to gain international experience.

Strategic objectives:

- 4.1 Develop international student recruitment and admission
- 4.1. Increase the internationality of the student community
- 4.2. Enhance international education
- 4.3. Elevate internationalisation at home

**Strategic Ambition 5:****Corvinus will have a more internationalised FACULTY and STAFF**

School faculty should possess a profile to work in an international environment. This includes not only having a diverse national background but also having international qualifications and experience, strong intercultural and linguistic skills, and the ability to teach diverse audiences. It's important that faculty can participate in international research groups, secure international research grants, and make a global impact through their work. In order to act as a whole, it is important to pay attention to the integration of local and international faculty.

We aim to further internationalise our university's faculty and staff by offering international experiences to our current members and actively attracting new faculty from abroad.

We attract international faculty through:

- Providing an environment conducive to dynamically achieving their goals
- Offering opportunities to organise and lead their own research teams
- Connecting them to the existing internationally recognised special research and educational groups at Corvinus
- Facilitating dynamic development and quick advancement based on performance
- Offering the opportunity to work at the nationally No.1. university in our distinctive fields, teaching the best students in Hungary
- Providing the chance to work at an internationally recognised and accredited university
- Offering an internationally competitive salary
- Creating a multicultural environment at the heart of Europe, amidst the vibrant cultural setting of Budapest, within a city-centre university.

Strategic objectives:

5.1 Increase the international experience of Corvinus faculty and staff

5.2 Further internationalise faculty and staff

5.3 Boost integration and support mechanisms

5.4 Enhance internationality of research output<sup>4</sup>

As an overall strategic ambition, we aim to have a minimum of **20% international faculty**, specifically targeting individuals with a Ph.D. or work experience from a university ranked in the TOP 200 QS Subject Ranking, by 2030.

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<sup>4</sup> See Research Strategy for more details

## 5 DETAILED OBJECTIVES AND ACTIONS

Strategic Ambition 1 Corvinus will enhance the integration of internationalisation within its institutional GOVERNANCE			
<i>Strategic objectives</i>	<i>Actions</i>	<i>Outcome targets</i>	<i>Indicators</i>
<b>1.1 Internationalise leadership and management structures</b>	<p>Providing support infrastructure and training for managerial roles for managing international activities.</p> <p>Establish systematic approaches to engage program directors, heads of centres, and institutes in achieving internationalisation goals</p> <p>Enhance the incorporation of international activities into the criteria for managerial roles, with a focus on elevating international engagement with increasing seniority</p> <p>Renew of International Advisory Board considering the new strategic challenges of Corvinus</p>	<p>Expanded management role and KPI descriptions</p> <p>Renewed Advisory Board</p>	
<b>1.2 Provide internationalisation benchmarking and indicators for decision-making</b>	<p>Establish an accessible dashboard or regular report for internationalisation, along with routine benchmarking</p>	<p>Internationalisation dashboard for decision makers</p>	
<b>1.3 Extend international mindset in operational excellence</b>	<p>Adoption of English in communication, decision-making, and daily interactions</p> <p>Review policies and activities through internationalisation mindset</p>	<p>Reviewed student journeys</p> <p>Reviewed policies</p>	

Strategic Ambition 2 International VISIBILITY and RECOGNITION will be improved			
<b>Strategic objectives</b>	<b>Actions</b>	<b>Outcome targets</b>	<b>Indicators</b>
<b>2.1 Increased positive international reputation and brand awareness</b>	Develop conscious management of international publicity (planning and monitoring of international media, bringing conferences to Corvinus) Development programme to transform students and faculty into „international ambassadors” Maintain visibility and meaningful participation in international networks & accreditations	Toolkit for faculty and students for international communications Annual plan and report on international media publicity	Number of positive international media publicity International reach on social media Number of international events organised at Corvinus Rank in QS subject ranking
<b>2.2 Improve international rankings and accreditations</b>	Manage acquired accreditations Acquire EQUIS accreditation Track and manage selected rankings requirements	Triple crown accredited university Rank in selected rankings	QS Subject Ranking Social Sciences and Management ranking position Number and type of accreditations
<b>2.3 Amplify international alumni engagement</b>	Establishment of new international alumni communities Regular new events targeting international alumni	Regular events New alumni communities International alumni activities will become regular and meaningful	Number of Hungarian alumni living abroad engaged Number of non-Hungarian alumni engaged

Strategic Ambition 3 International PARTNERSHIPS will contribute more to the realisation of the goals of Corvinus			
<b>Strategic objectives</b>	<b>Actions</b>	<b>Outcome targets</b>	<b>Indicators</b>
<b>3.1 Align existing and new university and corporate partners with the strategic goals of Corvinus</b>	Identify key partners, increase the intensity of partnerships with existing key partners, "scaling up". Review and realign current partnerships in accordance with our strategic aspirations.	Extended partnerships with key partners, revised partnership agreements Strategic classification of partners	No. of beyond-student-exchange collaborations
<b>3.2 Strengthen university and corporate collaborations to advance key strategic partnerships</b>	Develop key strategic academic partnership with several layers of collaborative activities (see SA4) Establish international corporate collaboration for international internships, career management and research collaborations. Establish support mechanisms for international internship and career support.	New international opportunities for students New international research collaborations	No. of international internships No. of international placements No. of international corporate agreements



Strategic Ambition 4 Corvinus will elevate the international experience of the STUDENTS			
<i>Strategic objectives</i>	<i>Actions</i>	<i>Outcome targets</i>	<i>Indicators</i>
<b>4.1 Develop international student recruitment and admission</b>	Enhance the articulation of the value proposition for international students regarding Corvinus and its programs. Development of digital marketing promotion activities targeting international candidates Development of international student and alumni ambassador, discount and scholarship programme (see: objective 2.1). Developing the admission process and customer journey	Reviewed value propositions for international students formulated for each programme. Annual plan and report for international marketing promotion	% of international degree students Conversion rates of attracted international students
<b>4.2. Increase internationality of the student community</b>	Enhance the student experience for international students across all forms and levels through improved services and support. Enhance the integration of international students into the community by encouraging participation in extracurricular activities and student organisations.	Service delivery improvement plan and process descriptions Support and plan to improve the offerings of student associations to international students	Satisfaction survey values Number of extracurricular activities available in English Engagement statistics of international students on digital platforms (Navigator, etc.)
<b>4.3. Enhance international education</b>	Curriculum integration of mobility opportunities to provide tailored opportunities. Review existing mobility toolset and adapting continuously to evolving needs, while streamlining related administrative processes Regulations related to mobilities will be revised to better facilitate student mobility Expanding the depth of double degree programmes	Programme-by-programme mobility recommendations Mobility portfolio for students (e.g. short and long mobility, BIPs, double degree offerings, extracurricular activities, etc.) and simplified processes Revised regulations	Number of short term mobilities Proportion of degree seeking students participating in international mobility

<b>4.4. Elevate internationalisation at home</b>	Curriculum review and development for internationalisation (local, regional, European, and global perspectives) Introduce international weeks	Internationalised curriculum and international student collaborations (e.g. BIPs, COILs)	No. of actively internationalised courses
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Strategic Ambition 5 Corvinus will have a more international FACULTY AND STAFF			
<b>Strategic objectives</b>	<b>Actions</b>	<b>Outcome targets</b>	<b>Indicators</b>
<b>5.1 Increase the international experience of Corvinus faculty and staff</b>	Action plan to increase the number of outgoing faculty & staff mobility Acknowledge and reward faculty and staff for consistently acquiring international experience. Action plan to increase incoming international faculty mobility	Increased number of faculty and staff participating in outgoing mobility Increased proportion of faculty and staff with significant international experience	Number of faculty and staff participating in mobility
<b>5.2 Further internationalise faculty and staff</b>	Continuation of recruitment efforts for international faculty members Enable the employment of non-Hungarian staff in new service areas, intensify the international recruitment for staff	Survey and/or focus group analysis of satisfaction of international faculty and staff Revised internationalisation plans for each institute Increased number of service units that employ international staff	No. of international faculty No. of international staff
<b>5.3 Boost integration and support mechanisms</b>	Introduce action plan to retain and integrate international faculty and staff.	Better collaboration among faculty Better retention of international faculty	Retention rate of international faculty
<b>5.4 Enhance internationality of research output.</b> <i>(for more details, please see the research strategy)</i>	<i>Increase the number of meaningful research collaborations</i> <i>Review partnerships from a research collaboration perspective to identify and address gaps (geographic and thematic)</i>	<i>Additional research partnerships that fill identified gaps</i>	<i>Number of published journal articles with international co-authors</i> <i>Number of international research projects</i>