



UNIVERSITY OF RIJEKA
**FACULTY OF ECONOMICS
AND BUSINESS**

**FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITY OF RIJEKA (EFRI)
INTERNATIONALISATION STRATEGY
FOR THE PERIOD 2021-2025**

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1. University of Rijeka and Faculty of Economics and Business internationalization goals

University of Rijeka strategic goals (2021-2025) connected to internationalisation:

	Goal	Indicator	Motivation	Measure	2025 t
1	Enrol more international students	Share of international students	Promoting HE's inclusiveness and availability (EFMD, AACSB, THE, QS)	Number of international students / total number of students	+30%
2	Offer more study programs in a foreign language	Number of study programs in a foreign language	Promoting HE availability (EFMD, AACSB, THE, QS)	Number of study programs in English: a) undergraduate; b) graduate; c) integrated; d) postgraduate	+10%
3	Increase the mobility of academic staff	Number of academic staff in incoming and outgoing mobility	Strengthening HE and science's international visibility and competitiveness (EFMD, AACSB, THE, QS)	Number of academic staff taking part in incoming and outgoing mobility: a) up to 7 days, b) 7 days to 3 months, c) more than 3 months	+30%
4	Increase cooperation with international institutions	Number of agreements with international institutions	Strengthening HE and science's international influence	Number of active cooperation agreements with international institutions: a) Erasmus, b) CEEPUS, c) EFMD, d) AACSB, e) EDAMBA, f) AMBA, g) PRME...	+15%
5	Encourage internationalisation activities	Number of participants in internationalisation activities	Encouraging HE and science's international visibility and competitiveness	Number of participants in international events: a) summer/winter schools, b) seminars, c) conferences, d) PhD programs	+30%

The goals of internationalization are also stated in the Strategy of the Faculty of Economics and Business for the period 2017-2025. (Chapter 1.3, 1.4)

The Faculty of Economics and Business in Rijeka has been integrated into the European Higher Education Area

Objective/ Task	Indicator	Target value	Activity holders
1. Increase the number of students in the incoming and outgoing mobility system (2 weeks to 1 semester - Erasmus, CEEPUS)	Number of students in mobility programs per year	60	International Cooperation Committee, Committee for Academic Recognition of Foreign Higher Education Qualifications and Periods of Study
2. Increase the number of EU students	Number of full-time or part-time students from other EU countries	An increase compared to the previous year	
3. Increase the number of students coming from non-EU countries	Number of full-time or part-time students from non-EU countries	An increase compared to the previous year	
4. Develop the mechanism of attracting foreign PhD students, postdoctoral students and scientists from foreign institutions	Yes/No	Plan	Dean, Vice Dean for Science, International Cooperation Committee
5. Provide accommodation for foreign students at University Accommodation Facilities in cooperation with UNIRI	Number of students the accommodation is provided for	50 students	
6. Have available informative materials for students in English	Yes/No	Student Guidebook in printed and / or electronic form	Student Assembly Student Advisory Office, Public Relations Officer
7. Organize international summer schools	Yes/No	The Summer School is held every year	Dean, International Cooperation Committee
		Increase the number of participants compared to the previous year	

The Faculty of Economics and Business in Rijeka has been integrated into the global space of higher education of economists

Objective / Task	Indicator	Target value	Activity holders
1. Obtain EPAS international accreditation	Yes/No	Accomplished	Dean, Vice Dean for Science, Committee for International Higher Education Accreditation
2. Obtain international accreditation of AACSB			
3. Create the preconditions for obtaining EQUIS international accreditation			

2. Strategy

Faculty of Economics and Business University of Rijeka (EFRI) aim at developing our brand awareness and reputation, and to cover the specific needs of international students and partners, in order to develop our reputation and standing through the quality of our research, our programmes and the attractiveness of our campus.

MISSION

In the international environment, we develop entrepreneurially oriented and socially responsible managers and contribute to the development of science.

VISION

Through continuous development, the Faculty will be recognized as a socially responsible and desirable higher education institution and a partner to the community in creating a sustainable society.

CORE VALUES

- Responsibility • Excellence • Connectivity • Partnership • Sustainability

Our main challenges are the following:

- Maintain the ability of our Faculty to produce high quality and impactful research, and to train students and professionals to the highest standard.
- Build our brand awareness, by focusing on our programmes with the highest level of attractiveness for international students:
 - Targeted to undergraduate students: International Business;
 - Targeted to graduate students: International Business;
 - Targeted to experienced managers in the field of sustainability and energy: Energy Economics MBA;
 - Targeted to PhD candidates and decision-makers: PhD programs in Economics and Business.
- Offer a valuable multicultural student experience from our home campus, by increasing the international student body, and by adding an international dimension to our internal culture.
- Offering hybrid and fully online classes so that greater international body of students can participate.
- Offering international students student internship in international companies in English language.
- Increase international student satisfaction by improving their experience before (admission process), during (pedagogy quality) and after the school (employability in Croatia & abroad, active alumni network).
- Maintain our strength on student mobility by focusing on premium corporate partners and higher education institutions (HEIs) with international accreditations.

3. Implementing a quality and accreditation policy

To have a vision, mission and a positioning which is resolutely international must lead to obtaining international accreditation, confirming that the Strategic Plans have succeeded.

As such, at the core of the EFRI International Strategy is the understanding that the objectives set out in the 2017-2025 Strategic Plan can only be achieved through a vigorous quality and accreditation policy. In this respect, EFRI has succeeded in getting EDAMBA and EFMD's accreditations (EPAS) and is now in the process of getting the AACSB accreditation for the first time. EFMD accredited programme (EPAS) reaccreditation is expected in October 2022.

Faculty of Economics and Business in Rijeka became a member of PRME in 2019. The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 as a platform to raise the profile of sustainability in schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

Regarding international rankings, University of Rijeka has been ranked among top 800 universities in the world according to QS World University Rankings. In 2020 EFRI's MBA in Energy Economics has been ranked among the best industry specific MBAs in Central and East Europe.

4. Programme internationalisation

EFRI objectives are the following:

- Educate managers to perform internationally;
- Offer programmes in economics and business to attract foreign students;
- Ensure an education portfolio for 'home-based' and 'international' executives and decision-makers;
- Collaborate with corporate recruiters to determine graduate international profiles;

Below are a few examples of programme internationalisation at EFRI:

- All programmes are defined in terms of skills relating to the employment market. In terms of graduate international skills, programmes cultivate language skills, geo-strategic awareness, action-learning abroad and self-knowledge coupled with openness to other cultures
- All programmes conform to the Bologna and ECTS frameworks
- A policy of curriculum internationalisation has been implemented
- A growing number of courses are taught in English
- All of the English taught classes are delivered by EFRI faculty and Faculty and Researchers from partner institutions

5. International partners

The management of the academic partnership portfolio is handled by the EFRI Management Board and Vice Dean for Science and International Strategic Partnerships, whose mission is to promote international educational exchange and to foster and strengthen the international character of EFRI by introducing, supporting, and developing a wide range of international and intercultural educational opportunities for national and foreign students (graduate and undergraduate), faculty, and researchers.

EFRI continues to make considerable strides in improving the overall quality of its academic partnership profile, while at the same time, maintaining an adequate network that allows all students to international experience prior to graduation. While some students chose to obtain this experience through internships abroad, a lot of students gained this experience through the vast network of study abroad partners.

It is obvious that the strategy for partnership development continues to place a significant emphasis on developing partnerships with accredited institutions as a basis for quality assurance. In instances where the academic institution we are interested in collaborating with is not EQUIS, EPAS, AMBA or AACSB accredited, the new partner will be evaluated on the following criteria: institution is in the top 10% of academic institutions of a particular country; or en route to gaining accreditation through its internationalisation policies and strategy. EFRI HEI partners are checked every two years and cooperation contracts with HEI who have shown themselves below the expected potential and/or quality are not extended.

EFRI has cooperation with 150 foreign higher education institutions (HEIs). The overall accreditation rate has risen to 25,3%, up from 12,8% in the previous 5 year period. Out of the total EQUIS/AACSB accredited institutions now form 12% (18), which is up from 6,4% previously. EPAS and EDAMBA partners have risen to 14% (21), up from 7% previously. When looking at the HEIs that are members of EFMD and/or AACSB, meaning that they are aspiring or in the process of getting accredited that percentage has risen from 29,7% to 44%. The list of partner HEI is given in Appendix 1.

6. Student mobility office

The Student Mobility Office is responsible for all of the administrative aspects of study abroad, including the sending and receiving of students on an exchange basis with academic partner institutions.

EFRI has recently introduced several measures that are designed to improve the overall study abroad experience for the students, and to improve the efficiency of the Student Mobility Office. Specifically, the Office has:

- Included incoming exchange students in international student unions dedicated to the welcoming of international students (Interact/Melting Pots), which allows international and Croatian students to mix from the beginning of their arrival at EFRI, resulting in higher satisfaction and greater integration for both communities. It is also a great way to share best practises among partner universities.
- Included international full time students in the incoming orientation sessions, which are no longer solely devoted to exchange students. It allows student to mingle, better integrate and, in general, is a good way to share and enlarge our expertise to a broader scope of activities.
- Taken upon itself to help international students with all necessary documentation, help with organizing arrivals/departures, accommodation, and in general helping them in all aspects of student life at EFRI

7. International Advisory Board

The International Advisory Board (IAB) is chaired by the Dean of EFRI. Meetings take place approximately once a year, and in addition to those already mentioned, involve the Vice Dean for Science and International Strategic Partnerships and faculty representatives. The most recent meeting took place in June 2021, next one is planned in June 2022.

The current EFRI International Advisory Board Members are:

- Wolfgang Karl Hardle, PhD, Humboldt - Universitat Berlin, Germany, president
- Gazi Salah Uddin, PhD, Linkoping University, Sweden
- Alberto Ferraris, PhD, University of Torino, Italy
- Srdjan Redzepagic, PhD, University Nice Sophia Antipolis, Institut Supérieur d'Economie et de Management, France
- Ivan Funčić, MSc, Securitas, Slovenia
- Marin Lazarić, PhD, Valamar, Imperial Rab, Croatia
- Uwe Lebefromm, PhD, SAP, Germany

EFRI's EFMD EPAS accredited International Business program has a separate program specific IB International Advisory Board which work on rising the quality and promoting the International Business program. The current IB Board Members are:

- Helga Pavlič Skender, PhD, Associated Professor, EFRI, Croatia
- Jasmina Dlačić, PhD, Associated Professor, EFRI, Croatia
- Igor Cvečić, PhD, Assistant Professor, EFRI, Croatia
- Vesna Žabkar, PhD, Full Professor, University of Ljubljana, Faculty of Economics, Slovenia
- Manuel Gonzales Diaz, PhD, Full Professor, School of Economics and Business at the University of Oviedo, Spain
- Dora Katana - Martić, Project manager, Middle East Broadcasting Center, UAE
- Luis Emilio Pinedo Juric, Workforce Success Consultant at Workforce.com, Canada
- Pamela Perkić, Head of Claims department, Allianz Partners, Brussels, Belgium
- Maria Mihalić, EU project manager, Croatian Shipowners's Association Mare Nostrum, Zagreb, Croatia
- Vedrana Šćiran, RRP Experts Lead, Phillip Morris, Zagreb, Croatia
- Dejana Dojčinović Drilo, PhD, Head of Corporates and Markets Business Development and Support Division, Erste Bank, Zagreb, Croatia
- Miljenko Vaić, Supervisory Board Member, PIK, InCePoSa and Adriatic Properties managing director, Croatia
- Tijana Horvat, Vice President at BlackRock, Belgrade, Serbia

Appendix 1

EFRI international HEI partners:

Country	Bilat.	ERASMUS	CEEPUS 1	CEEPUS 2	CEEPUS 3	CESEENET	Institution
Algeria	x						Faculte des sciences economiques, commerciales et des Sciences de gestion (UNIVERSITE DE ALGERIE)
Armenia		x					American University of Armnia, Yerevan, Armenia
Austria	x	x			x	x	Faculty of Economic Sciences, Alpen-Adria University, Klagenfurt, Austria
Austria		x			x	x	Universität Wien, Faculty of Business, Economics and Statistics, Austria
Austria		x					Johannes Kepler Universität Linz, Austria
Austria		x					University of Graz (Joint Master) Business and Administration, Environmental Science, Austria
Austria					x	x	Faculty of Business, Economics and Social Science, University of Graz
BIH	x						University for Business Engineering and Management (PIM), Banja Luka, Bosnia and Herzegovina
BIH	x						Faculty of Economics, University of Mostar, Bosnia and Herzegovina
BIH	x						University "Vitez" in Travnik, Bosnia and Herzegovina
BIH	x						Pan-European University "Aperion" Banja Luka, Faculty of Business Economics, Bosnia and Herzegovina
BIH	x				x	x	School of Economics and Business, University of Sarajevo
BIH	x						Univerzitet za poslovne studije Banja Luka
BIH					x	x	Faculty of Economics, University of Banja Luka
Bulgaria	x	x					University of National and World Economy (UNWE), Faculty of Finance and Accountancy, Sofia, Bulgaria
Bulgaria				x	x	x	Varna University of Economics, Faculty of Management
Bulgaria					x	x	Faculty of Economics and Business Administration, Sofia University
Bulgaria					x	x	PLOVDIV University PAISII HILENDARSKI, Bulgaria
Chile	x						Universidad Central de Chile, Santiago, Chile
China	x						Shanghai University of International Business and Economics
Croatia			x		x	x	Faculty of Economics and Business, University of Zagreb
Croatia			x		x	x	Faculty of Economics, University of Split
Croatia						x	Faculty of Tourism and Hospitality Management, University of Rijeka
Cyprus	x	x					University of Nicosia, Department of Economics, Nicosia, Cyprus
Czech Republic	x	x					University of West Bohemia, Pilsen, Czech Republic
Czech Republic		x					Charles University in Prague, Faculty of Social Sciences, Institute of Economic Studies, Czech Republic

Czech Republic			x				Czech Republic: Mendel University in Brno, Faculty of Business Economics
Czech Republic				x	x	x	Czech Republic: Masaryk University in Brno, Faculty of Economics and Administration
Czech Republic					x	x	Faculty of Business Administration, University of Economics Prague
Czech Republic					x	x	Faculty of Management, University of Economics Prague
Egypt	x						Cairo University (preko UNIRI)
Estonia		x					ESB - Estonian Business School, Tallinn, Estonia
Finland		x					Kyminlaakso University of Applied Sciences, Kotka, Finland
Finland		x					Lahti University of Applied Sciences, Faculty of Business Studies, Finland
France	x						University Pantheon-Assas (Paris II), Paris, France
France		x					Institut Supérieur de Gestion (ISG) Paris, Business School, France
France	x						Institut supérieur du commerce, Paris,
France		x					Université Claude Bernard Lyon 1, France
France		x					Paris Est Creteil Valde-Marne UPEC, Faculty of Economics and Management, France
France		x					Université d'Orléans, Collegium Lettres, Langues et Sciences Humaines, France
France		x					Rennes School of Business
France		x					Audencia Business School, Nantes
France		x					ESCE International Business School
France		x					Université de Nice-Sophia Antipolis, Nice
France		x					NEOMA Business School
France		x					Université Grenoble Alpes UGA, Faculty of Economics
Georgia	x	x					Georgian Institute of Public Affairs (GIPA), Tbilisi
France		x					Université de Nice-Sophia Antipolis, Nice, France
Germany		x					Berlin Humboldt Universität, School of Business and Economics, Germany
Germany		x					University of Applied Sciences Oldenburg/Ostfriesland/Wilhelmshaven, Germany
Germany		x					University of Stuttgart, Business and Administration, Germany
Germany		x					Ruhr University Bochum

Germany		x				Wuerzburg University
Greece	x	x				Technological Educational Institute of Crete, Heraklion, Greece
Greece		x				East Macedonia and Thrace Institute of Technology, Kavala, School of Business and Economics,
Greece		x				University of Piraeus, School of Economics, Business and International Studies
Greece		x				University of Ioannina, Department of Economics
Greece					x	Aristotle University of Thessaloniki, Greece
Hungary	x					Institute for World Economics, Budapest, Hungary
Hungary	x					Budapest University of Economic Sciences, Budapest, Hungary
Hungary					x	Faculty of Business Administration, Corvinus University of Budapest
Hungary				x	x	Faculty of Business and Economics, University of Pecs
Hungary		x				Kaposvar University, Faculty of Economic Sciences
Hungary		x				University of Miskolc, Faculty of Economics
Hungary		x				Budapest Business School
Italy	x					Second University of Naples, Italy
Italy	x					University of Trieste, Faculty of Economics, Italy
Italy		x				University of Udine, Business studies and management sciences, Italy
Italy		x				Seconda Università degli Studi di Napoli, Faculty of Economics, Italy
Italy		x				Università degli studi di Napoli „Parthenope“, Department of Management and Quantitative Studi
Italy		x				Università G. d'Annunzio Pescara, Facoltà di Scienze Manageriali, Italy
Italy					x	Ca' Foscari University of Venice, Italy
Italy	x					University of Torino, Department of Management,
Italy		x				University of Bologna, Department of Agricultural and Food Science
Italy		x				University of Genoa, Department of Economics
Kazakstan	x					Kainar University, Almaty, Republic of Kazakhstan
Kazakstan	x					NPEI Almaty Management University, Kazakhstan
Kyrgyz Republic	x	x				Kyrgyz State University of Construction, Transport and Architecture (KSUCTA), Institute of Innovation Professions, Bishkek
Kyrgyz Republic	x					Kyrgyz-German Institute of Applied Informatics, Bishkek

Latvia		x					RISEBA, University of Business, Arts and Technology, Riga, Latvia
Latvia	x	x					University of Latvia, Faculty of Economics and Management, Riga, Latvia
Latvia		x					Daugavpils University, Faculty of Social Sciences, Latvia
Latvia		x					BA School of Business and Finance (Banku augstskola), Riga, Latvia
Lithuania		x					Mykolas Romeris University, Vilnius
Lithuania		x					Vilnius University, Faculty of Economics, Lithuania
Macedonia	x					x	Ss. Cyril and Methodius University in Skopje, Faculty of Economics, Skopje, Republic of Macedo
Macedonia	x						Faculty of Philosophy, Ss. Cyril and Methodius, Institute of Sociology - European Studies, Univers
Macedonia			x				Macedonia: St. Kliment Ohridski University, Faculty of Information and Communication Technolog
Marocco	x						RBS Rabat Business School
Moldova						x	Faculty of Economic Sciences, Moldova State University
Montenegro	x						University of Montenegro, Faculty of Economics, Podgorica, Montenegro
Netherlands		x					NHL University of Applied Sciences, Leeuwarden, Netherlands
Norway		x					Oslo and Akershus University College of Applied Sciences (HiOA), Norway
Oman	x						Sultan Qaboos University (SQU), College of Economics and Political Science
Poland	x	x			x	x	Cracow University of Economics, Poland
Poland		x					Krakowska Akademia Im. Andrzeja Frycza Modrzewskiego, Poland
Poland		x		x		x	University of Economics in Katowice, Poland
Poland		x					University of Wroclaw, Faculty of Law, Administration and Economics, Poland
Poland		x					University of Lodz, Faculty of Economics and Sociology, Poland
Poland		x					Warsaw University of Life Sciences – SGGW, Economics, Poland
Poland		x					Jagiellonian University, Krakow, Business Administration, Poland
Poland		x					Wroclaw University of Economics
Poland		x			x	x	Warsaw School of Economics (SGH)
Poland			x				University of Wroclaw, Institute of Political Science
Poland					x	x	Nicolaus Copernicus University in Torun
Poland					x	x	University of Warsaw, Faculty of Management
Portugal		x					Universidade de Aveiro, Department of Economics, Management and Industrial Engineering, Port
Portugal		x					Instituto Politecnico de Santarem, Business Studies and Management, Portugal

Portugal		x					University of Coimbra, Faculty of Economics
Portugal		x					University of Minho, Braga
Romania	x				x	x	West University of Timisoara, Faculty of Economics and Business Administration, Romania
Romania	x	x					Valahia University of Targoviste, Faculty of Economics, Romania
Romania		x					National School for Political Studies and Public Administration, Bucharest, Romania
Romania		x					Academia de studii Economice din Bucuresti (Bucharest Academy of Economic Studies), Romania
Romania		x					"Al.I.Cuza" University of Iasi, Faculty of Economics and Business Administration, Romania
Romania		x					University of Craiova (Business/Economics/Management), Romania
Romania					x	x	Faculty of Economics and Business Administration, Babes-Bolyai University, Cluj-Napcoa, Romania
Romania					x	x	Bucharest University of Economic Studies
Russia	x						Ural Federal University, Graduate School of Economics and Management (GSEM UrFU), Ekaterinburg
Russia	x						The Russian Presidential Academy of National Economy and Public Administration, Moscow
Russia	x						Pastukhov State Academy of Industrial Management, Yaroslavl, Russian Federation
Russia						x	Peter the Great St.Petersburg Polytechnic University
Saudi Arabia	x						University of Business and Technology, Jeddah
Serbia	x				x	x	University of Belgrade, Faculty of Economics, Belgrade, Serbia
Serbia	x					x	University of Niš, Faculty of Economics, Niš, Serbia
Serbia	x		x				University of Belgrade, Faculty of Organizational Sciences, Belgrade, Serbia
Serbia	x						University of Novi Sad, Faculty of Economics in Subotica, Serbia
Slovakia		x			x	x	University of Economics in Bratislava, Slovakia
Slovakia		x	x				Matej Bel University, Banska Bystrica, Faculty of Economics, Slovakia
Slovakia		x					Technicka univerzita v Kosiciach, Faculty of Economics
Slovakia	x						Vysoka škola manažmentu v Trenčine, Slovakia
Slovenia	x	x		x		x	Faculty of Economics, University of Ljubljana, Slovenia
Slovenia	x						Faculty of Management (University of Primorska), Koper, Slovenia
Slovenia	x	x				x	University of Maribor, Faculty of Economics and Business, Slovenia
Slovenia	x	x					Catholic Institute, Ljubljana, Faculty of Business Studies
Slovenia	x	x	x				University of Ljubljana, Faculty of Administration, Slovenia

Slovenia	x						Institute for Ethnic Studies, Ljubljana
South Korea	x						SolBridge International School of Business, Woosong University, Daejeon
Spain	x	x					University of Zaragoza, Faculty of Economics and Business Studies, Spain
Spain		x					University of Oviedo, School of Economics & Business
Spain		x					UPV/EHU Bilbao, Faculty of Economics and Business
Spain		x					University of Huelva, Facultad de CC Empresariales, Spain
Spain		x					University of Valencia, Faculty of Economics, Spain
Spain		x					TechnoCampus in Mataro, Barcelona (dio grupacije Univeristy Pompeu Fabra - član AACSB-a)
Spain		x					University of Las Palmas de Gran Canaria
Thailand		x					Kasetsart University, Bangkok, Thailand
Turkey		x					Istanbul Gelisim University (Business, Management), Turkey
Turkey		x					Hacettepe University Ankara (Business, Economics), Turkey
Turkey		x					Uludağ University, Bursa (Economics, Administration), Turkey
Turkey						x	Bahçeşehir University, Faculty of Economics and Administrative Sciences, Istanbul
Turkey	x	x					Abdullah Gül University, Kayseri
Ukraine	x						Alfred Nobel University, Dnipro
Ukraine						x	Ivan Franko National University of Lviv, Ukraine
Ukraine						x	Odessa National Economic University
Ukraine						x	Taras Shevchenko National University of Kyiv
USA	x						Breech School of Business Administration, Drury University, Springfield
USA	x						Eastern Illinois University, Charleston, IL,USA
USA	x						Cleveland State University, Maxine Goodman Levin – College of Urban Affairs, Ohio, USA
Uzbekistan						x	Tashkent State University of Economics

 cancelled or expired
 new agreements in 2021/22

