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**UNIVERSITY OF TUZLA
FACULTY OF MEDICINE**

**STRATEGY OF INTERNATIONALIZATION
AT HOME**

2024-2029

Erasmus+ KA2 Capacity Building in the field of Higher Education
Strengthening capacities and digital competences in biomedical education through
internationalization at home BIOSINT 101082863-BIOSINT-ERASMUS-EDU-2022-CBHE

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Introduction

The Internationalization Strategy at home of the Faculty of Medicine is an important document whose main objective is to define direction in which Faculty should move when it comes to increasing mobility of incoming and outgoing staff and students. The Internationalization Strategy at home (IaH) refers to the deliberate integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments. For a Faculty of Medicine, this approach can greatly enhance the educational experience by preparing future healthcare professionals for global health challenges, fostering intercultural competence, and promoting collaboration across borders. Here's a breakdown of what an Internationalization at Home strategy will involve at the Faculty of Medicine:

1. Curriculum Development

Incorporation of Global Health Themes: Courses can focus on global health issues, international healthcare systems, and culturally sensitive medical practices. These topics can be woven into core medical courses or offered as electives.

Collaborative Online International Learning (COIL): Engage students in virtual exchange programs where they collaborate with peers from medical schools abroad on joint projects.

Case Studies from Diverse Cultures: Including case studies that cover diseases, treatments, and patient interactions from various cultural contexts helps students develop the skills needed for practicing in a globalized world.

2. Faculty Engagement

International Expertise: Faculty can invite international guest lecturers or collaborate on research projects with global partners. Faculty members can also be encouraged to share their experiences from working or studying abroad.

Professional Development: Train educators on integrating international and intercultural elements into their teaching methodologies to ensure effective delivery of IaH initiatives. Our faculty tries to expand the definition of internationalization, which is not oriented only to mobility programs, but to professional learning and recognition of qualifications, institutional strengthening, internationalization of the curriculum, engagement of students and staff, inclusion of all support sectors of the faculty and emphasis on the dissemination of international experiences. The Faculty of Medicine calls this approach to internationalization strategy the concept of in-house internationalization strategy. The importance of the infrastructure that supports internationalization is also increasingly important. Swot analysis at the University of Tuzla was carried out for the purpose of this strategy.

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A vision

International activities of the University, as one of the key strategic goals of the University of Tuzla, are based on research and learning, through various forms of international research activities, mobility of students, teachers and administrative staff, with the aim of strengthening the University in all segments of its work and activity, and its better international positioning in the European academic space.

The vision of the University of Tuzla is to conduct reference scientific, artistic and professional research as part of an integral European higher education and research area and, based on these and international achievements, to provide students of all three study cycles with quality education and develop fundamental scientific research from the groups of natural sciences, technical sciences, biomedical and health sciences, biotechnical sciences, social sciences and humanities, arts, and on that basis became the main generator of development of the Tuzla Canton in all areas of life and work, economy, education, health, art, culture, sports.

The mission

The mission of the University of Tuzla is to continuously transmit and develop the internationally recognizable quality of scientific, artistic and professional research and education of students in three educational cycles, based on the principles of the unity of knowledge and skills acquisition, scientific research work and lifelong education, in order to generate its visibility and remain the leading higher education institution in the area of northeastern Bosnia and Herzegovina and beyond.

International cooperation - basic principles

activities of the University of Tuzla relate to the development of international relations with partner institutions in the world, encouraging the mobility of students, teaching and non-teaching staff, and participation in international programs and projects in the field of higher education.

The University of Tuzla is determined to implement internationalization based on the principles of excellence, exchange of experiences, creativity, transparency, equality, and cultural and other cooperation. Through international activities, the University of Tuzla wants to provide its teachers with the opportunity for research at the world level, and students with the acquisition of knowledge and skills that will make them competitive at the world level.

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It is especially determined that in the realization of planned international activities it acts on the principles of academic reflection and action, and that it consistently applies and nurtures ethical and moral principles on all grounds guaranteed by the positive regulations of BiH and its internal acts, and in mutual communication to promote the principles of transparency, mutual trust and respect, recognition, flexibility, etc.

With its international activities, the University of Tuzla wants to provide all its students, teachers and administrative staff with the best conditions for working and achieving the set goals. All ethical principles apply and apply equally to all domestic and foreign citizens, regardless of their racial, national, ethical, religious, sexual or other commitment and affiliation.

International cooperation is achieved in the following ways:

- developing international relations with partner institutions in the world through the signing of bilateral and multilateral agreements,
- encouraging the mobility of students, teaching and administrative staff,
- developing activities related to international scientific, educational, artistic or professional projects,
- membership in international networks and associations,
- establishing and implementing joint study and research programs with other partner institutions,
- the inclusion and active work of student associations and associations in these activities,
- the active role of the University in encouraging and achieving all types of international scientific-research and professional cooperation at all levels.

PRESENTATION OF THE CURRENT STATE

During the process of institutional accreditation of the University, this area was evaluated as a weak point, with a recommendation for significant improvement of this segment. Within the framework outlined strategic goals in the following five-year period, international cooperation should be based and realized on the principles of contemporary trends in the educational process and harmonized with the standards of the European Union and its members.

SWOT analysis done at the University and Faculty of Medicine regarding international cooperation shows the following results:

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Strengths	Weaknesses
<ul style="list-style-type: none"> - many years of experience in the field of international cooperation; - a public university has great opportunities for participation and application to various calls and projects; - existing infrastructure; - existing bilateral agreements, - completed and ongoing international projects, - adapting to changes and trends, and flexibility regarding changes and progress; - existing mobility of students, as well as teaching and non-teaching staff; - willingness to accept students and university staff from abroad; 	<ul style="list-style-type: none"> - lack of staff at the Faculty of Medicine responsible for international cooperation and coordination; - part of the staff is not interested in projects; - part of the staff has insufficient knowledge of the English language; - the absence of a special/additional budget for international cooperation; - limited number of mobility programs for students and staff; - lack of programs in English and a small number of staff who are ready to teach in English; - a small number of trainings for staff to manage and participate in projects.
Opportunities	Threats
<ul style="list-style-type: none"> - increasing the number of mobility for students and staff; - increase in the number of international projects; - developing inter-institutional mobility within BiH 	<ul style="list-style-type: none"> - lack of support or adherence to the University's internationalization strategy; - brain drain; - lack of financial resources to support the internationalization of the University



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International and inter-university cooperation of the University of Tuzla is mostly realized through agreed and signed inter-university bilateral agreements, international scientific and professional projects of the European Commission, through cooperation between faculties, as well as international activities of student associations.

The University of Tuzla is a member of the Danube Rector's Conference, the Alpe Adria Conference, the International Association of the University of Dubrovnik, EUA, URASCHE, which fulfils the prerequisites for active participation in international gatherings related to the inclusion of the University in European developments.

It is important to note that student mobility has been conducted mostly through *Association of medical students in Bosnia and Herzegovina BoHeMSA*, a non-governmental, non-profit, student organization whose membership consists of students of medical faculties in Bosnia and Herzegovina. The faculty and students have established great cooperation in terms of meeting requirements and implementing student mobility projects, thus establishing a partnership worth exploring and strengthening in the future.

In addition, in response to growing global internationalization, the University participates in mobility programs, Erasmus Program being the most popular one, which enable students to study for one to two semesters in the countries of the European Union and beyond.

In over forty years of its existence and work, the University of Tuzla has signed cooperation agreements with about a hundred universities. The largest number of agreements was signed with the universities from Turkey (14), Bosnia and Herzegovina (12), Spain (4), Croatia (4), Portugal, Greece, Hungary, Serbia, Poland, Slovenia, Ukraine, Montenegro, the Czech Republic, Georgia, Austria, Germany and other European countries.

The University of Tuzla has participated in a number of international projects and programs (Tempus, Erasmus Mundus, Erasmus+, Mevlana, Ceepus, Scopus, DAAD).

It is worth noting that the University of Tuzla has implemented over 50 Tempus projects. Currently, the University is implementing nine projects funded through Erasmus KA2.

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International exchange programs

The University of Tuzla has participated in international exchange programs such as ERASMUS+, CEEPUS, FULBRIGHT, etc.

The University of Tuzla has recently seen an increase in a number of student and staff mobility through the Erasmus program, especially in terms of participation of home staff and students in foreign universities. The administrative staff has expressed increased interest in mobility, which contributes to creating favourable environment for mobility at their home institution.

Considering the growing globalization and the opening of the University of Tuzla towards Europe, and considering the efforts to approach and join Bosnia and Herzegovina to the membership of the European Union, in the next five-year period, an even greater number of international outgoing and incoming mobilities can be expected.

The possibility of staying at a foreign university is a privilege that students of the University of Tuzla can easily achieve, and it is expected that the number of outgoing students will grow by at least 2% in each coming year. This can be particularly attributed to the positive experience of students who have participated in mobility programs and who have since shared their experience with their classmates during the mobility promotion events organized by the Office of International Relations. The recognition of ECTS credits, which presented one of the greatest obstacles for students when deciding to apply to mobility programs, is no longer an issue, as the administrative procedures in place have proved to be working effectively.

In the upcoming period, the University of Tuzla will try to increase the number of mobility for academic staff within the Erasmus mobility program. Although the number of mobility for academic staff has a growing trend, even greater interest and an increase in the number of mobility can be expected in each subsequent year.

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Overview of the number of mobility by programs for 2015-2024 period

RB.	PROGRAM	NUMBER OF INCOMING STUDENTS	NUMBER OF OUTSTANDIN G STUDENTS	NUMBER OF INCOMING STAFF	NUMBER OF OUTGOIN G STAFF	TOTAL
1.	JoinEU-SEE I	0	8	1	3	12
2.	JoinEU-SEE II	0	2	1	1	4
3.	JoinEU-SEE III	2	6	0	2	10
4.	JoinEU-SEE IV	0	12	1	2	15
5.	JoinEU-SEE PENTA	0	3	0	3	6
6.	SUNEBAM	1	5	0	4	10
7.	SIGMA	0	4	5	1	10
8.	MEVLANA	11	8	17	8	44
9.	ERASMUS +	1	10	124	228	30

The University of Tuzla strives to organize classes in English. Currently, foreign language classes are held in English (Department of English Language), German (Department of German Language) and Turkish (Department of Turkish Language).

In addition to this outgoing mobility in the academic year 2022-202 a total of 30 outbound student mobilities were realized at the Faculty of Medicine as part of the IFMSA professional and research exchange BOHEMSA, namely 6 students in the winter semester of the academic year 2022-2023, and 24 students in the spring semester of the academic year 2022-2023.

Outgoing mobility of students of the Faculty of Medicine in the academic year 2022-2023 in the framework of the IFMSA exchange BOHEMSA

MOBILITY OF OUTGOING STUDENTS OF THE FACULTY OF MEDICINE IN AG 2022-2023 IN THE FRAMEWORK OF THE IFMSA EXCHANGE OF BOHEMS

	FALL 2022-2023	SPRING 2022-2023	TOTAL
Outgoing students	6	24	30

STRATEGIC THEME 1. PROFESSIONAL LEARNING AND RECOGNITION

The theme concerns staffs and students and it involves training, mentoring and professional learning opportunities related to internationalization engagements and achievements. It should lead to some form of institutional recognition, reward and/or accreditation, supported with esteem indicators.

Strategic objective 1.1. – Involve the decision makers for internationalization issues.

This involves the management of the institution since it concerns changes in the internal organization and rulebooks. With this objective we try to raise the awareness of decision makers about needed changes in structure in order to facilitate the process of internationalization.

Operational objective 1.1.1. Provide appropriate policies for academic recognitions of internationalized engagement of staff.

The main activity within this objective concerns updating the rules and conditions for selection and/or promotion of the faculty staff. The target value includes at least one new criterion for the staff.

Activity	Indicator	Target value	Road-map time
Updating criteria for the selection and promotion of university teachers and associates	Number of criteria related to engagement in internationalization	One new criterion, at least for the academic staff	2024

Operational objective 1.1.2. Assigning the responsibilities for the internationalization activities

This requires the update of the rulebook on the internal organization of work and the systematization of job posts – to hire new/ improve function of employees – teachers, associates, and administrative staff, depending on needs and possibilities and their current staff involvement. Mainly in faculties/ universities in the region there are no designated posts for people (teachers, associates, administrative staff, and students) involved in process of internationalization. Some have solved the issues by adding these new assignments to employees in charge for international cooperation and mobility, but since the process of IaH is more complex it would probably require some new posts, in faculties and universities, contact persons which would be connected through the implementation. This of course will have financial impact so it represents the risk for the implementation and requires more time and decisions on higher level of management.

For additional motivation it is proposed to create reward system in a form of certificate for internationalization.

Activity	Indicator	Target value	Road-map time
Improve the functions of job	-Number of working posts / improved	-One new post or improved function at	2024

posts	functions for academic/ administrative staff/ students -Extend the functions and obligations of Vice Dean for internationalization at home related affairs” -The officially established rulebook	least, for academic/ administrative staff/ students -Extend the functions and obligations of Vice Dean for international cooperation -The officially established rulebook	
Create a reward system for students involved in internationalisation	-Certificate for internationalisation -Bonus for future mobilities	-2 or more certificates for internationalisation -2 or more students rewarded with a bonus for future mobility	2024

Operational objective 1.1.3. Ensure that all students receive equal opportunities for participation in international activities.

One of the main characteristics of IaH is inclusiveness – the process is focused on all students. The process includes development of proper and inclusive mobility, but also strongly promotes teaching and learning in diverse home environment. IaH targets not only students interested in internationalization, but the whole community, with the idea to bring them closer the concept of internationalization.

Therefore, all the relevant information about IaH in general should be publicly available and transparent through the official website, as well as through bilingual posts shared in social media information. The goal is to raise awareness of all the possibilities that students, but also others involved –teachers, associates, administrative staff can gain through internationalization.

Activity	Indicator	Target value	Road-map time
Involving students in international activities	Number of students involved in international activities.	-5 students involved in internationalization	2024



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Make relevant information about internationalization publicly available and transparent on the website of universities and faculties	Bilingual web page	One webpage/ section on webpage dedicated to internationalization	2024
Ensure bilingual information for students	Bilingual news relevant to internationalization on web page/social media post and information board	The posts on the web page, media social	2024
Utilize the insights from international students or students who conducted mobilities and their contact persons to guide others in communication techniques associated with internationalization.	Number of meetings/trainings	2 annual meetings/ trainings	2025

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STRATEGIC THEME 2. INSTITUTIONAL STRATEGIZING

The theme involves key tasks on the roadmap of IaH implementation and subsequent quality improvement. It also encompasses monitoring and evaluation systems, definition of explicit goals, ways to assess them as well as institutional bodies to oversee the progress.

Strategic objective 2.1. – The faculty provides the framework, means, agreements and procedures for internalization.

One of the major activities in the EU HEIs is the faculty and staff development and includes means and procedures that provide staff language proficiency, competence for various activities in the process of IaH including internationalization of curricula, ability to teach in an international and/or virtual classroom. These activities should include continuous education in English language, joint programs with partner universities for developing international, intercultural and digital capacities, promotion of staff/student mobility.

Operational objective 2.1.1. Establish cooperation agreements with international partners with comparable curricula.

Newly signed and approved agreements with foreign HEIs are one of fundamentals for development of internationalization. Those will help in transfer of knowledge for students and staff through mobility, joint participation in scientific projects, as well as in developing/creating new joint academic courses/ programs which can facilitate mobility.

Activity	Indicator	Target value	Road-map time
Increase the degree of use of signed agreements and/or established the new on cooperation with foreign universities	Number of revised/reactivated/new agreements with foreign universities	2 signed contracts (re) activated per year	2025

Operational objective 2.1.2. Integration of knowledge from international lecturers

The ultimate goal is to provide the opportunity for students to receive knowledge from lecturers from foreign universities.

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Activity	Indicator	Target value	Road-map time
Lectures/ seminar/ training from foreign lecturers	Number of lecturers/ trainings/ seminars organized	5% lecture/ seminar/ trainings more	2025

Operational objective 2.1.3. Monitor international levels of achievements with a set of indicators.

One of the important aspects of internationalization process is internationalization of research as well, since it can have impact on research and education productivity through cooperation and exchange of experience and resources, but also on project financing and strengthening excellence. It is important to increase the number of young researchers/teachers, to attract foreign partners and enhance visibility at the international research panel.

What can represent risk in this field is lack of motivation and financial resources, not enough compatibility among research teams, established but underutilized cooperation, difficult rules and conditions for research applications.

Activity	Indicator	Target value	Road-map time
Adoption of a quality system indicators for monitoring of teaching and research achievements of international ranges Evaluation of Teaching and research activity of international ranges	Number of educational events regarding projects	5% or more	2025
	Number of project applications	5% or more	2025
	Number of Conferences of international ranges	Twice a year	2025
	Number of days implemented throw international activities	5% or more	2025

Operational Objective 2.1.4. The involvement of the staff/ students in different associations/organizations

Activity	Indicator	Target value	Road-map time
Integrate academic staff in the int'l activities	Number of the academic involved	3 academic staff	2024
	Number of the	1 administrative staff	2025
			2025

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Integrate administrative staff in the int'l activities Integrate staff and students in organizations/ associations	administrative staff involved Number of staff /students registered	2 staff/ students registered per year	
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STRATEGIC THEME 3. – CURRICULUM AND CO-CURRICULUM

The theme includes activities that are designed to ensure a meaningful internationalized, academic experience of students and staffs. They aim to promote international and intercultural competences, including the formal and non-formal acquisition of knowledge, skills and attitudes about IaH.

Strategic objective 3.1. Internationalize existing and new curricula and co-curricula

In order for students to be more active and competitive in global job market it is necessary to have opportunity to gain adequate skills and knowledge through internationalized curricula, formal and non-formal. The process of IoC should be one of the main goals through the process of internationalization, but it also represents the most complex part, both theoretically and practically. It includes accreditation of study programs, creating new courses/study programs which can bring some diversity and make academic offer more appealing for home and foreign students. Since this project is being common for different HEIs and Universities, although in the same field, there will be many obstacles in order to harmonize all the differences between the existing curricula, environments, intercultural dimensions. Also, this process will have to include strategy for validation, monitoring and evaluation systems for creation and implementations. Therefore, the recommendations from our EU partners include careful selection of the existing courses, targeting those with the greatest potential for quality improvement, the simplify implementation and the usefulness in global market, and also means for constant evaluation, according to institutional and international practices.

Operational objective 3.1.1. Internationalize existing curricula

Having on mind the fact that BIOSINT involves HEI in biomedical sciences, this operational objective gives an opportunity to choose courses that are same/similar in different study programs and do the joint internationalization, which is going to be approved by different universities and will facilitate future cooperation in terms of student/staff mobility. The process will start with proper selection of courses, which focus on the cultural elements, educational systems, structure of health in different countries, but also have both global perspective and future-looking perceptions, the ones related to research in medicine, bioinformatics and statistics. One of the criteria should also be the complexity of the course, and for the start of the internationalization process it is needed to begin from least demanding ones.



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Activity	Indicator	Target value	Road-map time
Select and internationalize curricula from current/common courses	Number of ECTS from current curricula which are internationalized. Number of changed syllabi/courses from current curricula which are internationalized	Up to 30 ECTS are internationalized 4 internationalised syllabi/courses	2025

Operational objective 3.1.2. Internationalize new curricula.

Many universities in WB area set the new goal of accreditation with new study programs in English language which will make them more visible and present on international level with purpose of attracting new foreign students, easier cooperation with foreign universities and promotion of mobility. It is planned to achieve this goal through creation of new courses/syllabi, organization of summer/winter schools up to forming entire accredited study programs in English language, mainly postgraduate. In this project we will focus on developing and forming joint plan for 3 new virtual elective courses that can be applicable on every study program. Since the process of accreditation of curricula itself is different in each WB country, the target value for this activity will be 3 new course applications.

This process is very complex and will have certain risks, with the first one being language barrier, with teachers and students. It is required to educate staff to perform lectures in English language. Also language barrier in students, lack of motivation for IaH and overload with regular/current curricula can have negative impact on number of home students willing to enroll in these new courses. Finally the process of accreditation itself can be very complex, so this indicator can represent the main challenge in this project.

Activity	Indicator	Target value	Road-map time
Develop new internationalized curricula for virtual courses (ICVC)	Number of developed curricula for new internationalized virtual courses Number of IT tools* used during new ICVC Number of students enrolled in new ICVC	3 accredited, new, internationalized virtual courses 3 per each accredited, new, internationalized virtual courses Minimum 5 per	2025

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		each new ICVC/ per HEI	
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Operational objective 3.1.3. Organize workshops for the staff related to IoC and development of intercultural competences.

-Organize workshops for the staff related to IoC and development of intercultural competences

Activity	Indicator	Target value	Road-map time
Organize workshops for the staff related to IoC and development of intercultural competences	Organize workshops for the staff related to IoC and development of intercultural competences	1 workshop	2024

Operational objective 3.1.4. International benchmarking of study programs and international networks.

Since the knowledge and educational processes are in the continuous evolution and development around the world, with continuous establishment of different HEIs and curricula, the need for constant evaluation of its performance. Therefore, many countries have started to embrace the concept of benchmarking in different fields, including the higher education area. The concept is based mainly on comparing the organization with one or more others that are identified as a reference in respective field, but also in learning from differences and developing adequate methodology to be used in organization in question. Given the fact that V.L. Meek and J.J. van der Lee states that "benchmarking involves two mandatory elements: the existence of an agreement of the institutional leaders to take into account the results of the benchmarking and to make the necessary improvements; and the existence of a collaboration between all the parties involved in benchmarking", one of the main activities in this objectives should be establishing the cooperation/collaboration with the respective international benchmarking resources (IBR).

Activity	Indicator	Target value	Road-map time
Connecting with and evaluating from the international	Number of IBR with established connections and	One additional IBR	2025

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benchmarking resources (IBR) in higher education area	evaluations		
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STRATEGIC THEME 4. ENGAGEMENT AND INFLUENCE

The strategic theme endorse internal actions for engagement of students and staffs in IaH plans and delivery. The recommendations from EU partners are that faculty and staff should enhance their knowledge and skills related to internationalization and intercultural communication. Therefore, careful planning of the types/formats and content of development actions and programs should be a one of the vital parts of the overall institutional operational objectives.

Strategic objective

4.1. Offer international experience for students and involve all staff members in internalization

Since the concept and implementation of IaH is broad and complex it is recommended that both internal and external stakeholders should be partners and involved in process. The first and the most important role goes to academic staff, who is responsible for the changes in curricula, teaching about internationalization, educating other members of HEI staff and students, but also for evaluation of the progress. To be effective educators they have to first themselves realize the value of global learning, to promote it outside the classrooms as well, to be ready to acquire new skills, to guide students through this change by connecting students' international and intercultural experience with formal learning. Second major part of involved participants are students which are also target group of the process, so the role of the HEIs and Universities is to create the environment for them to learn about IaH, help in implementation and use the benefits.

Operational objective

4.1.1. Increase in English course offer and provide sufficient language attestation for teachers.

Courses taught in English can be considered the one of the first steps to increase the attention of larger number of students interested in mobility to our Universities. In order to increase the number of courses it is needed to provide adequate education in English language primary for teachers, and then for home students as well.

Activity	Indicator	Target value	Road-map time
Organize training of	The number of	Increase of at least	2025

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teachers, associates and administrative staff for an advanced level of English language skills	employees who have obtained a certificate of advanced level of English language skills	5%	
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Operational objective

4.1.2. Learning track on intercultural competences

The strategy should include clearly defined competences and instruments for implementation and follow up, with strategic goals being formal recognition for academic, administrative and managerial staff, students learning outcomes and graduate competencies. Also adequate non formal outside classroom activities organized with home students and external stakeholders contribute to intercultural competency development. Design a plan for international students, facilitated by host students, to familiarize them with the cultural, historical, and natural treasures of the country they are studying in.

Activity	Indicator	Target value	Road-map time
Designing and implementation of intercultural activities for students and staff	Number of students and staff engaged	5 staff/students involved	2025

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STRATEGIC THEME 5. SUPPORT SERVICES

This theme fosters the strengthening of administrative, financial and technical resources allocated to the strategic planning and implementation of IaH. It also assigns responsibilities across institutional services, giving the visibility to the end-users of institutional IaH efforts.

Strategic objective

5.1. Increase financial, human and organizational resources for internationalization activities

Student and staff mobility offer opportunities to exchange experiences with other cultures, environments, educational systems, increase the value of domestic and foreign HEI, encourage development of knowledge and can provide multiple benefits to both students and staff. This also requires some administrative measures to facilitate mobility.

Operational objective

5.1.1. Provide the support programs from basic and advanced costs

In order to increase the outgoing mobilities it is important to create better conditions for realisation of mobility and recognition of the achievements gained during mobility. It can also help employees acquire the language and intercultural experience required for successful participation in internationalization process. Since the financial situation is one of the main obstacle in mobility programs one aspect of strategy is to implement new cooperation for scholarships.

Activity	Indicator	Target value	Road-map time
Implement cooperation / increase the number of applications, for student mobility.	Number of student mobility.	0,5% or more of students in outgoing mobility	2025

Operational objective

5.1.2. Increase motivation for internationalization activities, buddy and mentoring programs

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Local student associations, student unions, local students in general, never mind being already involved in any sort of organization or not, have an important role in overcoming the gap between formal and non-formal dimensions of IaH. Therefore the concept of IaH and its benefits should be carefully explained through meetings and workshops since they can have some reluctances in terms of integration with international students. For this activity there is a plan to establish annual workshops and meeting, which will be held by teachers/student with mobility/internationalization experience to introduce the staff and students with concept of internationalization. The goal is to increase the number of intercultural workshops, establish buddy program, language tandems, cultural programmes.

Activity	Indicator	Target value	Road-map time
Train and educate more actively teachers and students on participation in international cooperation programs.	Number of workshops and/or training meetings, organized annually	Two workshops and/or training meetings are organized annually, at least	2025

Operational objective

5.1.3. Enhance information environment about internationalization

Besides already proposed means of dissemination of internationalization information through official websites and posts on social media, it is also planned to make joint document/guide for internationalization from the institution part of the BIOSINT project, to be printed on different forms of promotional material. These means of disseminations are supposed to be used for other various internationalization programs.

Activity	Indicator	Target value	Road-map time
Production of leaflets, brochures, instructions and multimedia material on various internationalization programs	Number of different print forms and media communication channel of promotional material	A minimum of three forms of different promotional material, and media channel available	2024

Operational objective

5.1.4. Creation of the buddy system

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The creation of buddy systems. The aim is to have buddy system which will matches incoming international students with domestic students. Domestic students will help international students to feel comfortable in another country, with administrative procedures, guidance about culture and local traditions. Buddy system toolkit will comprise selection of international mentors of local students, recruitment volunteers, promoting mentoring, certification, buddy matching. Buddy system will be also available in digital form to everyone.

Activity	Indicator	Target value	Road-map time
The creation of the Buddy system	The creation of the Buddy system	1 created system	2025

Operational objective

5.1.5. Creating a solid support system

Creating a solid support system for international students for their safety and security (S&S) is an important foundation of internationalization. Support systems will be created through faculty web page in the form of detailed manual what to do during indoor accident, S&S event types, how to be prepared, establishing emergency action plan at the level of faculty, quarantine challenges, life in cultural diversity environment etc.

The proposed protocol for international students and staff will contain information about country, region, academic institution, academic study and administration, campus life, health, safety and disabilities, student support, accommodation on campus, services, policies and regulations.

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STRATEGIC THEME 6. INTERNATIONALIZED UNIVERSITY EXPERIENCE

The strategic theme ensures the access to an internationalized university experience to all those who may benefit of it, including but not limiting to students, staffs and community members. It also enables the transparent demonstration of institutional IaH competences.

Strategic objective

6.1. Collaborate with external partners regarding sustainability, multiculturalism and capacity building of internationalization.

As explained in the analysis of IaH by EU partners in BIOSINT project, community partnership have high impact on authentic intercultural experience, beyond formal education, and provide different perspective for students in domain of societal challenges, community-driven internationalization policies in different areas beyond biomedical sciences, insight in activities of various governmental and non-governmental organization, etc. Therefore the recommendations are to gradually increase and develop cooperation with community stakeholders, selecting the most appropriate arrangements which will have the best academic and societal impact.

Operational objective

6.1.1. Use comparative advantages of West Balkan region: cultural heritage, natural resources, lower cost of living

Cultural diversity in the classroom enhances inclusive learning, teaching and assessment practice and what is an advantage in WB region is that cultural diversity already exists among home students (gender, age, nationality, religion, various experiences etc.) despite common background and similar language. So these kind of events may promote several dimensions of cultural diversity, like religion, ethnicity and social class which is important in fostering students' understanding and making a positive and safe classroom environment.

Activity	Indicator	Target value	Road-map time
Connect and co-operate with local stakeholders which promote cultural heritage and natural resources of the community	Number of organized events dedicated to promotion of cultural and natural values of local community	One specific event organized	2024

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Operational objective

6.1.2. Organize new social events, specially dedicated to the internationalized topics, engaging alumni people, students and public

The international students, staff members and students with international experience as well as foreign guest professors are often engaged actively in internationalization process, which helps create truly multicultural and internationalized environments and experiences.

IaH process should create opportunities for student engagement with 'cultural others' in local society (i.e. community research projects; engagement with local cultural, ethnic or religious groups) which can be done by involving employers, local NGOs and other actors in the local society.

Activity	Indicator	Target value	Road-map time
Connect and co-operate with external stakeholders for campaigning of IaH	Number of organized events dedicated to promotion of IaH	One specific event organized	2024

Operational objective 6.1.3. Increase publicity and visibility to support sustainability

Activity	Indicator	Target value	Road-map time
Connect and co-operate with media marketing stakeholders for IaH sustainability assistance	Number of media marketing event	One event supported with marketing organisation	2024

Authorized by the rector's power of attorney
No.01-4640-2/24 from 2 September 2024
Dr. Jasmin Suljagić, Associate Professor



VICE-RECTOR FOR TEACHING
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