

# JOINT REPORT

WP1 leader: University of Kragujevac

## WP1

Developing administrative and legal conditions for improved university support services and procedures

## ACTIVITY 1

Analysing the current situation in Serbia regarding institutional legislative and administrative framework

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## **SELF-ASSESSMENT**

### **Current administrative framework, legislative procedures and institutional strategy for internationalisation at home institution**

**The following data is based on the input provided by the Serbian partner institutions participating in FUSE. It was reported, using QuestionnairePart A, by the following institutional representatives:**

- **University of Niš**, Prof. Dr. Vesna Lopičić (Vice-Rector for International Affairs), Prof. Dr. Zoran Nikolic (Vice Rector for Quality Assurance) and Prof. Dr. Biljana Misić Ilić (Full Professor and FUSE project Coordinator)
- **University of Belgrade**, Prof. Dr. Siniša Đurasević (Vice-Dean)
- **University of Kragujevac**, Prof. Dr. Nenad Filipović (Vice-Rector for International Cooperation), Zorica Avramović, (Secretary General), Olivera Mijatović (Head of Department for International Cooperation and Monitoring of International Projects), Milica Milenković, Tatjana Stanković and Milena Momčilović (administrative staff members)
- **University of Novi Sad**, Pavle Sekeruš (Vice-Rector for International Relations) and Dragana Vujović (Secretary General)
- **State University of Novi Pazar**, Sibel Eminović (Lector)
- **College of Tourism**, Milenko Djurić (Director of Public Relations and International Cooperation Centre)
- **Conference of the Universities of Serbia**, Prof. Dr. Nada Kovačević, Vice-Rector, University of Belgrade
- **Ministry of Education, Science and Technological Development**, Jelena Cimbalević, Sector for European integration and development and research projects in education and science

**\*Abbreviations:**

**UBG** - University of Belgrade

**UNS** - University of Novi Sad

**UNIS** - University of Nis

**UKG** - University of Kragujevac

**SUNP** - State University of Novi Pazar

**COT** – College of Tourism

**CUS** - Conference of the Universities of Serbia

**MESTD** - Ministry of Education, Science and Technological Development

## Summary of the responses

### Does your institution have a developed and adopted strategy for institutional development that targets the area of internationalisation?

At the moment of the analysis (April 2014) only the **University of Belgrade** had an adopted internationalization strategy. It was adopted on March 19, 2014, stressing the following aspects as the most crucial in strategic approach to internationalization: **a) study programs; b) providing opportunities to achieve part of the study program abroad; c) joint degree programs of academic and professional studies of the all levels; g) bringing foreign teachers and students at the University of Belgrade.** In charge of the development and reviewing is Senate of the University of Belgrade.

**University of Nis** and **University of Kragujevac** reported that there are **several documents (some general, some more specific)** which are not distinctively focused on internationalization, but that tackle it in their parts and **represent a platform** for the internationalization at the institutional level.

Those documents are **The Strategy of Quality Assurance of the University of Niš**, adopted in 2007 by the Council of UNI and **The Work Programme of the University of Niš**, stating internationalization-related goal. Additionally, UNI respondents stressed that there are some strategic university documents that are (to be) adopted:

- **Strategic plan of internationalization of studies at the University of Nis** (not yet adopted)
- **Activities and measures for promoting international exchange**(not yet adopted)
- **A human resources strategy for researchers incorporating the charter and code** (adopted)

UKG respondents named the following documents as relevant: **Statute of the University of Kragujevac**, stating the integrative functions that University has, related to the functions of all the faculties and organizational units in its structure, by implementing a **uniform development policy of the university as a whole, including international cooperation and strategic planning.** The more concrete documents tackling various aspects of internationalization are **Student mobility regulation, Regulation on international projects management, Regulation on quality assurance, etc.**

**All the other partner institutions** provided negative answer regarding the strategic approach.

When it comes to **the level at which the mentioned strategic approach is implemented (university/faculty/department)**, **University of Nis and University of Belgrade** stated that it is a general approach applicable to the university as a whole, while **University of Novi Sad and University of Kragujevac** declared an existence of strategic approach at the faculty level as well.

Some of the faculties of the **UKG** have various adopted documents (such as **Activity plan within the area of international cooperation and faculty development**) and may adopt such documents that tackle different aspects of internationalization. However, these documents have to be in accordance with the University policy. Faculties of the **UNS** have developed frameworks mainly in the part related to **regulations on student mobility and academic recognition of mobility periods spent abroad**.

**Other partner institutions** did not respond to this question, because of the previously stated absence of the strategic approach whatsoever.

As for the **priorities or focus areas tackled** in the strategy/corresponding reported documents, three partner institutions recognized the following aspects in the manner given below:

	Priority	Addressed	Not covered
Structured methods for attracting foreign students and staff and increasing the number of incoming mobilities	UBG, UNIS	UKG	
Structured methods for supporting and increasing the number of outgoing mobilities (domestic students and staff)	UBG, UKG	UNIS, UKG	
Integration of mobility into the curricula of degree study programmes		UBG	UNIS, UKG
Development of study programmes, courses or subjects provided in a foreign language (English) at all study levels		UBG, UNIS, UKG	
Development of joint degree programmes with international partners		UBG, UNIS, UKG	
Establishment of the support units for implementation of the strategy at the university level	UBG, UNIS	UKG	
Allocation of an academic and/or administrative coordinators at faculty level (establishment of the network for implementation of the strategy)	UBG	UNIS, UKG	
Internationalisation of research and education – development of strategic alliances with universities and research institutions worldwide (e.g. bilateral agreements, networks, Horizon 2020, Erasmus+ projects)	UNIS, UKG		UBG
Establishment of the standards for international evaluation of research	UNIS	UKG	UBG
Development of financial framework – strategic plans for additional funding	UKG	UBG	UNIS
System of monitoring of education and research development at faculty level and regular reporting (in order to obtain clear picture of what is being done for the implementation of the strategy)	UKG	UBG, UNIS	

As seen in the table, **UNIS** recognized as the weakest point **integration of mobility into the curricula of degree study programmes and development of financial framework – strategic plans for additional funding**, while its strengths are **structured methods for attracting foreign students and staff and increasing the number of incoming mobilities, establishment of the support units for implementation of the strategy at the university level and – development of strategic alliances with universities and research institutions worldwide**.

On the other hand, **UBG** declared **lack of strategic approach to development of strategic alliances with universities and research institutions worldwide** but also to **establishment of the standards for international evaluation of research**, while the **priority is given to structured methods for attracting foreign students and staff and increasing the number of incoming mobilities, establishment of the support units for implementation of the strategy at the university level and allocation of an academic and/or administrative coordinators at faculty level (establishment of the network for implementation of the strategy**.

UKG stated that its priorities so far have been structured methods for supporting and increasing the number of outgoing mobilities (domestic students and staff), development of strategic alliances with universities and research institutions worldwide, strategic plans for additional funding, and system of monitoring of education and research development at faculty level and regular reporting, while insufficiently tackled areas is most notably Integration of mobility into the curricula of degree study programmes.

All three institutions recognized the following areas as addressed, but having to be elaborated further: development of study programmes, courses or subjects provided in a foreign language (English) at all study levels and development of joint degree programmes with international partners.

The following are the institutional acts and regulations that address internationalisation existing at the time of the analysis:

<p>Regulation on mobility (incoming and outgoing) and academic recognition</p>	<p>UNS, UNIS, COT, SUNP, UBG, UKG</p>	<p><u>UNIS:</u></p> <ol style="list-style-type: none"> <li>1. Book of Rules on Student Mobility and Academic Recognition of the Mobility Period</li> <li>2. Book of Rules on Activities of the Center for Career Development</li> <li>3. Book of Rules on Activities of the Interface Centre</li> </ol> <p><u>UBG:</u></p> <p>Strategy of Internationalization</p> <p><u>UKG:</u></p> <p>Regulation on Student Mobility</p> <p><u>SUNP:</u></p> <p>Regulations on mobility and credit transfer</p>
<p>Rules of procedure of the university/faculty/department units of relevance</p>	<p>UNS, SUNP, UBG, UKG</p>	<p><u>UBG:</u></p> <ol style="list-style-type: none"> <li>1. Rulebook on student mobility</li> <li>2. Handbook on student mobility</li> </ol> <p><u>UKG:</u></p> <p>Regulation on internal organization and systematization of work</p>

		<p>positions within the secretariat of the University of Kragujevac/ faculties also have similar regulations</p> <p><b>SUNP:</b></p> <p>The Statute of SUNP</p>
<p>Procedures for engaging international teachers and researchers and degree validation</p>	<p><b>UNS, COT, SUNP, UKG, UNS</b></p>	<p><b>UNIS:</b></p> <ol style="list-style-type: none"> <li>1. Book of Rules on the Conditions and Procedures for Engaging Visiting Professors</li> <li>2. Book of Rules on the Conditions and Procedures on Giving Consent for the Engagement of Teachers and Assistants at Other Higher Education Institutions in the Country and Abroad</li> <li>3. Book of Rules on Foreign Higher Education Diploma Recognition</li> <li>4. Book of Rules on Activities of the Center for Foreign Higher Education Diploma Recognition</li> </ol> <p><b>UKG:</b></p> <ol style="list-style-type: none"> <li>1. Regulation on the recognition of foreign higher education qualifications and validation of foreign study programmes</li> <li>2. Regulation on the conditions and manner of engaging visiting professor at the University of Kragujevac</li> </ol> <p><b>SUNP:</b></p> <p>Regulations on visiting professors engagement</p>
<p>International project management regulations</p>	<p><b>UNS, COT, SUNP, UKG, UNIS</b></p>	<p><b>UNIS:</b></p> <p>Book of Rules on Activities of the Center for International Relations</p>

		<p><b><u>UKG:</u></b></p> <p>1.Regulation on the procedures for the realization of international projects managed by or coordinated by the University of Kragujevac</p> <p>2.Decision on establishing the board for managing the work of the International Projects Office at the University of Kragujevac</p>
<p>Quality assurance of education and research</p>	<p><b>UNS, COT, SUNP, UBG, UKG</b></p>	<p><b><u>UNIS:</u></b></p> <p>Book of Rules on Quality Assurance</p> <p><b><u>UBG:</u></b></p> <p>1.Strategy of quality assurance</p> <p>2.Rulebook on standards and procedures for quality assurance</p> <p><b><u>UKG:</u></b></p> <p>1.Decision on the establishment of the Quality Assurance Committee of the University of Kragujevac</p> <p>2.The quality assurance system of the University of Kragujevac:</p> <ul style="list-style-type: none"> <li>-Regulation on quality assurance at the University of Kragujevac</li> <li>-The procedures for quality assurance at the University of Kragujevac</li> <li>-Strategy for Quality Assurance)</li> </ul> <p>3.Regulation on self-evaluation at the University of Kragujevac</p> <p>4.Regulation on student evaluation of the quality of studies and pedagogical work</p>

		<p>of teachers</p> <p><b>SUNP:</b></p> <p>1.Regulations on quality assurance</p> <p>2.Regulations on education and personal training</p>
Regulations on study programmes	<b>UNS, COT, SUNP, UKG</b>	<p><b>UKG:</b></p> <p>Rules on the adoption of study programmes</p> <p><b>SUNP:</b></p> <p>The Statute of SUNP</p>
Regulations on student enrollment (foreign students)	<b>UNS, UKG</b>	<p><b>UNIS:</b></p> <p>Book of Rules on Student Enrollment in the Study Programmes of the University of Niš</p> <p><b>UKG:</b></p> <p>Regulations on student enrollment in study programmes at the University of Kragujevac (university level regulations – general conditions; faculty level – specific conditions)</p>

UNIS also stressed the importance of the development of **Rules of procedure of the university/faculty/department units of relevance** that does not exist at the moment in UNIS.

When asked about the **level at which the administrative framework for internationalization is defined and applied**, the majority of the partners, since they are not integrated institutions, **responded that the process is performed at both university and faculty level**. However, **except for the UBG, those are not frameworks specifically focused on internationalization, but rather general administrative frameworks for all the activities of the University/faculties**.

Some partners reported that the problem is **the lack of procedures and communication channels and information exchange between the levels**.

Being the only integrated university, **SUNP has the university level approach**, regulated by the University Senate.



**6. Institutional units providing services that support internationalisation existing at the partner institutions are:**

<b>International Relations</b>	UNIS, UNS, UKG, SUNP, COT, UBG
<b>Student Affairs</b>	UNIS, UNS, UKG, SUNP, COT, UBG
<b>Career Service</b>	UNIS, UKG, SUNP, UBG
<b>Project Management</b>	UNIS, UNS, UKG
<b>Legal and Financial Affairs</b>	UNIS, UNS, UKG, SUNP, COT
<b>Language Testing Centre</b>	UNS, SUNP
<b>IT Service</b>	UNIS, UNS, UKG, COT
<b>PR Service</b>	UKG, SUNP, COT
<b>Library</b>	UNS, SUNP

The activities of these services and offices are not limited to or specific for internationalization, but are much wider. They can provide support to internationalization activities.

When it comes to the existence of the **regulations and administrative frameworks that define coordination and communication between the mentioned units/offices dealing with internationalisation** (in terms of task distribution, reporting, etc.), **most partners** responded that there is no such regulations and that the initiative is taken usually by the Vice-Rectors and office employees.

On the other hand, **UKG** stated that these processes are defined by the **Regulation on internal organization and systematisation of work positions within the secretariat of the University of Kragujevac**. Within this regulation, all administrative units are defined in terms of the structure, staff, duties and reporting. There are similar regulations at the faculty level.

**COT** named the **Statute of the College** as the document that defines the role and connection between the units.

7. To the question whether the **institution has a body (board; committee, etc.) that is in charge with the issues of internationalisation**, the responses varied from partner to partner. Although some of the institutions indicated a body or bodies as responsible for these questions, **the main activities of these bodies are focused on a broader aspect of university development and policies, and the internationalisation aspect is being tackled in a very general sense.**

Bodies in charge are stated as the following:

UNS	UNIS	UKG
<p><b>Board for Integrated Scientific Work and International Cooperation of the University of Novi Sad</b></p> <ul style="list-style-type: none"> <li>- preparing proposals for basic, applied and development research</li> <li>- planning and realisation of international cooperation in the field of scientific research and arts</li> <li>- preparing and coordination of joint national and international programmes in scientific research and arts</li> <li>- submitting an annual report to the Senate about the achieved results in the field of scientific research and arts at the University of Novi Sad</li> <li>- defining the strategy and policy of monitoring and improvement of scientific research and arts at the University of Novi Sad</li> <li>- organising the promotion of research papers and works of art</li> <li>- preparing proposals and measures for the training of young researchers</li> <li>- organising conditions for introducing students to scientific research and arts</li> <li>- other activities in this field</li> </ul>	<p><b>The Council, the Senate, and the Rector</b> are in charge for planning and general management of all activities, including the ones related to internationalization.</p> <p><b>Vice-Rector for International Affairs</b> is personally in charge of all activities.</p> <p><b>Board for International Cooperation</b> is the expert body that assists the Senate and the Rector in preparing the plan of international cooperation, drafts of bylaws on international cooperation, analyzes its effects, proposes particular forms and partners for international cooperation and the proposal of the annual report.</p> <p><b>The Centre for International Cooperation</b> is an organization unit at the University who is in charge of establishing and developing cooperation with other universities in Serbia and abroad.</p> <p><b>The Sector for international cooperation and projects</b> is part of the Secretariat of the University in charge of professional, administrative and technical tasks.</p> <p><b>Consulting bureau for international projects</b> provides information and assistance to researchers and teaching staff about international research and exchange programmes.</p>	<p><b>Rector's Collegium</b> comprised of the Rector, Secretary General, Vice-Rector for International Relations, Vice-Rector for Education and Student Affairs, Vice-Rector for Science and Research, Vice-Rector for Finance and Vice-Rector for Art, Culture, Publishing and Visualization. All the relevant initiatives regarding internationalization are firstly discussed within this body, which further implements its recommendations through <b>University Senate and Council.</b></p>

8. When asked **about the personal perception of the strategy for internationalisation and current scope and quality of regulations connected with it** at the institution, all the respondents exhibited similar opinion i.e. that **the strategic aspects are already being realized, but due to the objective hindrances such as the lack of legal and/or appropriate regulative, it is limited in overall implementation. This leads to intuitive and non-organized development of internationalization.** The partner institutions consider that there is an absolute necessity for developing the strategy in order to start implementing internationalization in a quality manner. Respondents stated that they believe it would be highly beneficial to have an adopted Strategy for internationalization at institutional level (as a specific document) so that all the aspects of this process are more concretely and more effectively targeted than within the existing documents and regulations. In this manner, this strategy would define current needs and obstacles regarding internationalization of the university as well as the specific steps to overcome these problems.

Considering the fact that our faculties are autonomous legal entities, there was a **recommendation that this strategy (at the university level) foresees that the faculties also develop their own internal strategies for internationalization.** This is also important having in mind that it is noticeable that **some of our faculties are more active in this field, therefore they are implementing some of the aspect of internationalization at higher level than other faculties.**

9. As the biggest challenges the **institutions are facing regarding the internationalisation the following issues were recognized:**

1. **Lack of the study programmes in English language** (or other foreign languages) that could attract more incoming students, teaching staff and researchers
2. **Lack of foreign language skills of teaching and non-teaching staff**
3. **Development of joint degree programmes**, especially Master and PhD, that would significantly boost cooperation with foreign partners, exchange of teaching staff and researchers
4. **Lack of legislation at the state level** that would precisely identify, in the existing legal framework, all aspects of internationalization and **define rights and obligations of the subjects** that can and should participate in the implementation of internationalization activities
5. **At non-integrated large state universities** it is organizationally and administratively more difficult to manage and harmonize the activities, at the levels starting from the University level to individual departments and chairs.
6. **Lack of funding for international cooperation on a national level**, lack of public investment in science and research
7. **Insufficient financial resources of the University and the faculties**
8. **Integration of the development of transferable skills** (English skills in the relevant scientific field, project management, IPR handling, fund raising, exploitation of research results, entrepreneurship, leadership, career management etc.) **into PhD study courses**, in order to boost the employability and international recognition of the candidates. This is especially important for **sustainability of the process of the internationalization** at the university as a whole, since young and new teaching and research staff are being recruited from the pool of PhDs.
9. Small capacities of **student dormitories**; student dormitories not controlled by the University
10. **Insufficient awareness** of the importance of internationalization
11. Insufficient **motivation of the staff for additional work**

12. Lack of a unified **information system and monitoring data**

10. **What type of discussions, workshops or other activities would be most beneficial for you as part of your study visit?**

The respondents showed the interest for having an **insight into the strategic documents** of the host institution and the **steps that have been taken so far in the process of internationalization** (problems they have encountered and the solutions). It was stated as desirable if the partners **can provide some written documents, and realized and implemented models of their legal and administrative documents** (preferably in English).

They stressed that it is very important to have direct contact and discussions with colleagues directly involved **in planning, implementation, realization and promotion of internationalization (both decision makers and operational staff) in order to exchange practical experiences, which is naturally intermingled with the policy aspect.**

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**When it comes to strategic approach to internationalization of HE institutions in RS, the Ministry of Education, Science and Technological Development named two strategies that tackle the process:**

1. **the Strategy of the Development of Education in Serbia 2020 adopted in October 2012** which states that the vision for the development of higher education are: **internationalization, mobility of students** (it is planned that at least 10% of all students are from abroad), quality, relevance, efficiency, coverage and modernization of organization of the academic studies.  
\*The work on the Action Plans for the Strategy were in the stage of collecting the opinions from relevant bodies/institutions.
2. **The Strategy for Scientific and Technological Development 2010 – 2015 adopted in 2010** which stresses the importance of the **mechanisms for researchers mobility, partnerships with international organizations through programs and developing databases and relevant statistical methodology.**

**Regarding the concrete roles of the MESTD in these processes it is stated that:**

**MESTD** is going to increase the activities on implementation of internationalization in higher education through:

- **Amendments to the Law** by complying with the Lisbon Convention
- **recognition of diplomas obtained abroad** (professional and academic recognition)
- **granting residence permits to foreign students**
- **solving problems of visas for students**
- **providing scholarships and accommodation for foreign students etc.**
- development of the methods for **closer monitoring of developments in science and research in the country, and leverage the best experience from around the world in the domain of scientific and technological policies.** Only in this way, on the basis of genuine and accurate information, **valid management decisions could be made**
- to complete the **database of researchers in Serbia and our researchers in diaspora, and then gather the data on scientific projects and institutions**

The topics considered the most important ones in the process of internationalization for the scope of activity of MESTD mainly corresponds to the priorities defined by the partner HEIs:

- A larger number of **study programs taught in English** and **joint study programs**;
- **Cooperation between local and foreign institutions** of higher education;
- **Access to scholarships and student services** in the field of standards for foreign students;
- **More international agreements** in the field of higher education;
- Participation in **international projects**;
- **Integrated information system** in the field of higher education and the **availability of data etc.**

Short term and long term objectives stated by MESTD were defined as:

**Short term:**

- **Action plans** for the Strategy for Education Development in Serbia 2020;
- **Amendments of the Law on Higher Education** (Recognition of Qualifications, National Qualification Framework);
- **Adoption of NQF for Higher Education**;
- **Law on Student Organizing.**

**Longer term:**

- **Increased students` and teachers` mobility**, respecting the Bucharest Communiqué *Strengthening mobility for better learning*;
- **Much stronger cooperation with industry**, resulting in better capacity planning and admission strategy connected with employability;
- **Developing the social dimension of higher education**;
- **Improving student support services, counseling and guidance**;
- **Insisting on the triangle HE – Research – Innovations** as a driving force for economy;
- **Increasing public funding for both HE and research**;
- Making of **an unified database on the number of students** in local higher education institutions **participating in student exchange programs.**

The **Conference of Universities of Serbia** provided an overview of the structure of the HE system in Serbia and **indicated its role as the organization which proposes changes to the law and regulations, makes suggestions and proposals of national strategies etc.**

The obstacles regarding internationalization are, naturally, in line with the problems separately specified by the partner universities (i.e. KONUS members)

- lack of the documents on strategy and internationalization;
- the cooperation is based on common documents ( mission , vision , statute , etc.. ) and it is based on the personal collaboration and individual initiatives;
- a need for the assistance from the state through more intense support for the international mobility projects, facilitation and national scholarships etc.)

CUS respondents are also made an overview of the websites of its members:

- not enough information about the conditions necessary for entry of the study programs for foreign students, not translated websites etc.

# TRAINING

## Best models and strategies applied at host institution

The following data is based on the input provided by the Serbian partner institutions participating in FUSE. It was reported using Questionnaire Part C

WP1 study visits:

- Masaryk University in Brno, Czech Republic (April 2014)
- University of Malaga, Spain (May, 2014)
- Otto-Friedrich-University Bamberg, Germany (June 2014)
- Middlesex University, UK (July, 2014)
- Jagiellonian University in Kraków, Poland (September 2014)

### Masaryk University in Brno, Czech Republic

MUNI has a **Strategy of Internationalization** from 2003 (with a new Strategy of Internationalization currently being prepared), **MUNI Rector's Directive dealing with various technical aspects of inbound and outbound mobility** (e.g. the recognition of ECTS credits).

Priorities of the internationalization strategy is to “attract the best students in competitive surrounding”. The MU also uses the concept of “**internationalization at home**” that has proven to be beneficial to both sides, due to the close contacts of domestic students with foreign (incoming) students.

Forming a strategic approach and the adoption of The Strategy for Internationalization objectives and guidelines are considered highly significant by MUNI representatives, including also the **measures to motivate the academic staff for supporting student mobility (as a part of their work assignment and/or through the reimbursements for extra working hours.)**

**The units and persons that are included into the implementation of the internationalisation strategy and development are** the Rector, the Vice-Rector for International Cooperation, the Vice-Deans for International Cooperation, coordinators for international cooperation at each department, the Office for International Studies, the Language Centre, the International Students' Club.

**Office for International Studies** at MU is a separate entity, with its own funding of more than 10 million EUR. Funds are provided partially by the Ministry of Education, part is from the European funds, and another part from the projects the MU is implementing. The Office began its operations 12 years ago. It was completely funded by the university. The current budget for the internationalization of MU is 1.5 million EUR. Most of it comes from European funds and the Projects - Peer consortium: DAAD, EduFrance, British Council, and others.; EHEFs - EU HE Fairs in Bangkok, Delhi, Kuala Lumpur, Beijing, Hanoi.)

The Office of International Studies employs 16 people full-time and 4 to 5 persons are employed on part-time basis. The Office is in the process of changing its name to the Office of International Cooperation - IRO, because it does not deal only with studies, and the name does not reflect the wide range of their activities.

**Each of the nine faculties has its office** and an Office Coordinator is responsible for joint action in the field of student mobility. IRO provides support before arrival, during the formal period of mobility and after graduation.

**The role of national bodies** in Czech Republic is to **provide funds for international marketing activities of the University** for better visibility, impact, cost effectiveness, benefits for "small" country, academic development through research.

Furthermore, **South Moravia region**, which is the administrative center of Brno, has developed out a **plan to attract young PhD students. The full amount for their education during the first year is provided by the Region, while for the next years of study, the University allocates the funds, from the amount the Ministry additionally gives to University for development projects.**

### University of Malaga, Spain

The University of Malaga is currently implementing its **second Strategic Plan** which covers the 2013 to 2016 period. In it, **three strategic lines** are related to international affairs:

- Ensuring academic and professional mobility
- Promotion of internationalization
- Support for Development Cooperation



Other documents of relevance: Regulation on mobility, Procedures for engaging international teachers and researchers and degree validation, International project management regulations.

In line with the institutional documents, there is a **formal association of university rectors** consisting of more protocol character. **This association brings some common rules, resolutions and agreements related to joint actions at the state level. Financing of universities in Spain is divided between the state, region and city.**

**Spanish Ministry of Education through the legal framework supports internationalization, and provides financial support**, but every year less and less because the crisis. Among them are: **Rules of mobility and academic recognition of diplomas, procedures for hiring international teachers and researchers, and recognition, the international standards for project management rules for accreditation of higher education institutions**, and so on.

**The government has signed agreements with universities that have internationalization in their programs**, so students would not have any problems with visas and the like.

UMA has specific **target countries** (China, South Korea, Latin America) - intensive cooperation with Latin America and Morocco, **which is especially important for student mobility (no language barriers)**. They have developed strategic cooperation (example: S. Korea- **established offices in both countries that promote cooperation**). Overall strategic aim– Bridging Asia, Europe and Latin America.

**Following units are included into the implementation of the strategy: International Relations, Student Affairs, Career Service, Project Management, Language Testing Centre, Spanish international center.**

Regarding the **organization and communication** between individual units, UMA has established **International Affairs Committee, that consists of all the academic coordinators** from the different schools/faculties and Vice-rectors for international issues..

UMA has **also the regulation (issued by the University Council every year) that boosts the involvement of teachers into the internationalization activities (IA)**- they have developed special system for motivating academic staff to participate in the IA; they are not additionally payed for it, but they get extra hours (their teaching hours are decreased in accordance with their obligations in IA).

**The network of international relation coordinators/IRCs (from each faculty/department) is highly developed:** IRCs are in charge for local management of international affairs, including academic mobility **and they cooperate closely with IRO**, assisting in the dissemination of information, chairing the Academic Quality Control Committee approving and signing Students' Agreements, etc.

### Otto-Friedrich-University Bamberg, Germany

There is no one specific document such as Internationalization Strategy, however, the whole internationalization policy is based on the documents and recommendations of the state of Bavaria (among other things, no tuition fees for both domestic and foreign students!). Especially, for international students, UNIBA relies heavily on the general principles of Erasmus Policy statement.

The main priorities are to facilitate international relations and raise the quality and scope of international partnerships. The general approach towards organisig mobility is to have many partners with small numbers of mobilities. The biggest concern in planning and deciding which universities to approach as potential collaborators is the interest of the domestic students. The focus is on getting the universities where the students of Bamberg would like to go to.

The state ministry provides initiatives and partial funding for many initiatives (here, Bavarian ministry provided the initial funding for Welcome centre (three years)).

International Office is at the University level and all exchanges are performed at this level, and the position of mobility coordinator was established at the faculty level and persons responsible are both academic and administrative staff. Due to the nature od the University (small, integrated), all of the administration and organisational work is centralized in the International Office. This means that having an overview of the entire situation and everything what is happening is easier. The same procedure for all mobilities no matter their basis, makes the workload smaller and understanding of the procedures better. Specialization of the employees makes the work efficient as possible, without compromising the quality.

The Welcome Center offers international guests of the university personalized support.

Units dealing with student mobility have in time split into separate offices – for incoming mobility and outgoing mobility, since the number of incoming international students has been increasing.

Double degrees, Joint Degrees, Degree Programmes taught in English, Degree Programmes with Mandatory Studies Abroad, university clubs and organizations dedicated to social, political, journalistic or religious involvement, as well as student committees, societies and working groups etc.

### Middlesex University, UK

**Internationalization strategy is not different from the general strategy of MDX**, and that is striving for the overall highest standard quality and the increased number of degree students. So, the **priorities is to increase recruitment of all students, including international students, opening of overseas campuses, and development of international partnerships in education, and to a lesser extent, research.** London is an extremely cosmopolitan city, so there is enough international atmosphere and no special need to create it. Therefore, **both inbound and outbound exchange students come as a lower level priority.**

University it is market-oriented, students have to pay large fees and universities support themselves, without compromising quality, **so the strategies and procedures are directed towards earning.**

**Well-maintained IT system handles most of the administrative work and students are responsible of getting proficient in using it, which reduces the number of administrative staff.**

There is academic registry section and the team of people dealing with mobilities works in this section.

**Since** the strategy is a university-wide , there is not a single unit at the university that is not involved in its implementation. **They are connected thorough the standard processes of the university of academic and general management policies.** There are no **particular legistalive aspects, related only to internationalization.** Because it is an intergrated university, it works through regular procedures.

**UK Quality Assurance agency** is absolutely vital and all the documents and procedures they promote. Agencies like **Brithish Council**, UK, higher education international unit also has some influence.

### Jagiellonian University, Krakow

**JU has no Internationalization strategies but general HE strategy**, but there are **internationalization priorities:** International visibility of JU, continuous quality, research and teaching improvement, study offers for international students, implementation of quality assurance system at JU etc.

**Several units are in charge of it:** various Rector's proxys (reseach, education, quality), while various services (international office, admission, etc) are subordinated to these proxys, rather than central UJ management. **This can be a problem with overlapping of duties, or , even worse, shifting duties from one to another.**

#### **Best practices:**

- Legal acts brought by JU Rector which refer **to implementation of at least one course in foreign language into each study programme;**
- **Rector s decision for financial support for lecturers in foreign languages – courses for international students.**

- Vice Rector for IRO – in charge of process of Internationalization, development of policies of International cooperation as well as coordination of and implementation of agreements concluded by JU Rector.
- **Legal framework on Recognition of the foreign certificates and procedures of enrolment at JU.**
- UJ is investing **in research, university rankings and ranking lists, prizes in scientific research.**
- **international recruitment of students and academic staff** (EU & US) is an important factor
- **courses taught in the English language**
- **administration has to be proficient in English**
- In order to improve **visibility of the university** – UJ has been investing **in study programmes, promotion of university, programs for international students and cooperation with various agencies**
- In order to **attract international students and academics** UJ is **improving its Research Center**, which would offer technical support to academic staff in project application.
- Also important as example of good practice from UJ – Campaign to increase international citations both for sciences and humanities and publishing of international papers and books in order to make UJ more internationally visible and more attractive for academic mobilities.

# TRANSFER

## Recommendations for improvement of institutional procedures, regulations and strategies at home institution

The following data is based on the input provided by the Serbian partner institutions participating in FUSE. It was reported using QuestionnairePart C

### GENERAL

- ❖ To include individual institution's **results of internationalisation** in Universities/Faculties **ranking process**
- ❖ The Offices for International Cooperation **to be appropriately staffed** (both in terms of competencies and number of its members) and **more proactive. Increase the number of its officers, professionals and volunteers**
- ❖ Such unit should be **established at the faculty level as well**
- ❖ Invest more funds, knowledge and time into **international marketing and visibility**
- ❖ **Online Information System** to be improved significantly
- ❖ **More useful and update info at the university and faculty websites** - information about:
  - **lists of all courses at all faculties** should be easily available in English, **even though these courses are not still taught in English;**
  - **international scholarships links**
  - **clear guidelines for applying**
  - **more attractive information for foreign students and researchers** etc.
- ❖ **International marketing concept** must be as soon as possible implemented **into the regulations** (perhaps in a form of a strategy).

### REGULATORY

- ❖ **Defining formally in Law on Higher Education and consequently in by law documents** that internationalisation is very important and thus should be obligatory goal in Serbian higher education area.
  - On the other hand, KONUS representatives stated the belief that the process of internationalization of universities in Serbia **can be achieved without significant changes of the Law on Higher Education and the relatively small amendments to the statutes of autonomous higher education institutions.**
- ❖ Develop the **national internationalization strategy and the action plan** for its implementation in parallel with **the financial plan for the implementation.**
- ❖ Establishing **clear procedures for recognition of outbound student mobility** (clear guideline documents for recognition of degrees, semesters, courses taken abroad)
- ❖ Providing adequate **administrative support to both incoming and outgoing students** (university entrance exams, enrolment procedure, visa application, general information etc.)

- ❖ Regulations and important documents needed for incoming students must be improved.
- ❖ **Alignment of the administrative forms used for exchange students** for all the Universities in Serbia
- ❖ **Regulations for turning strategic lines into particular actions** and promoting such actions are necessary
- ❖ **Regulations of the activities and the monitoring of sections and services** should be improved, with **clear procedures, assignments and responsibilities**.
- ❖ **Simplify administrative requirements for a temporary stay of foreign teachers** who will hold lectures in Serbia
- ❖ **Introduce the Action plan for Alumni** activities.
- ❖ **Specify special conditions and corresponding regulations for horizontal mobility** (students can complete part of their degree at foreign universities).
- ❖ Accreditation bodies should allow the **window for elective courses**

### LINGUISTIC CAPACITIES

- ❖ **More courses (later entire degree programmes) to be taught in major foreign languages**, English in particular
- ❖ Introducing a **requirement for all staff** (academic and administrative) to be able to use at least one major foreign language (at least B2 level for academic staff and at least A2 level for administrative staff)
- ❖ Use the examples of good practice from the Language Centres (**establish ones or engage staff from English department to assume the role of Language Centre**).

### STUDENT MOBILITY

- ❖ **Create and establish the rules for the admission processes and the daily management**
- ❖ **Forming a pool of recommendable houseowners**, establishing clear procedures for accommodating foreign students in **student dormitories** and for assisting them with various formal matters
- ❖ **Forming a buddy system** and helping incoming students with various formal and informal issues
- ❖ **Scholarship program for students from abroad must be defined.**
- ❖ Create and implement **Online Application System** at University level but at faculties levels.

### STUDY PROGRAMMES

- ❖ study programmes **or at least courses offered in English**

- ❖ create more **multidisciplinary study programmes**
- ❖ introduce the **possibility for students to choose the courses from different faculties / departments**
- ❖ **adopt standards** for study programs designed for foreigners, as well as standards and requirements for accreditation of joint study programs