



UNIVERSITY "VITEZ"

Internationalization Strategy 2020-2025.

September 2019.

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1. Introduction

University "VITEZ" bases its strategic direction of internationalization on previous deliberations and documents included in the University Development Strategy, adopted in 2019. Internationalization Strategy 2020-2025. is being prepared as a basic and comprehensive document that contains the mission, vision and main strategic priorities, with a number of sub-goals, each of which has an elaborated activity and desired result. This document is based not only on the University's internal capabilities, but also on the potential that can be seen at the international level, with the aim of synergistic growth and development of our University. Such reflection requires a fundamental analysis and balancing of the overall internal relations at the University, and bringing them into interaction with cause-and-effect factors from the environment in which it operates, both on a local and global level.

The Europe 2020 Strategy (ERASMUS+) and the associated Horizon 2020 emphasize particularly significant goals, which consequently affect our future activities. These are investment in research and development with a clearly expressed priority of excellence in science, and an increase in the number of foreign students and the number of outgoing and incoming mobilities. Taking into account all the mentioned documents and analyzing the needs of BiH society as a whole, the University "VITEZ" wants to position itself as a higher education institution for society, and in society.

Observing the changes that have taken place at the world level in the last ten years, primarily in the understanding of the goals and scope of internationalization and globalization (the increasingly competitive higher education market, the multiple increase in the number of mobile students, teachers and researchers, the increase in the number of joint publications by international research teams, the increase in the number of joint study programs, etc.), and the context of the accession of Bosnia and Herzegovina within the Bologna educational area, the University "VITEZ" has become an equal participant in the European educational area and presents the Internationalization Strategy for the period 2020-2025.

University "VITEZ" starts from the fact that individual faculties and study programs have special needs and requirements regarding internationalization, and the role of this higher education institution is to set a comprehensive Strategy, which will contribute to the coordinated action of individual faculties, in accordance with the general Development Strategy of our University .

The existing Internationalization Strategy is a good basis for the continuation of the University "VITEZ", directed towards the internationalization of the institution, visible from the strategic documents that preceded it.

2. Mission

The mission of the University "VITEZ" is to improve learning through teaching, mobility of students, teachers and staff, and through the role of a socially responsible institution: offering outstanding undergraduate and postgraduate students the best available education; by conducting scientific activities that are considered to be excellent when measured against the highest international standards and by providing service to society, in those ways for which we are well suited, thanks to our academic strengths.

The key activity of the University is to attract and motivate students to make the best use of the opportunity of education, and to constantly encourage them to research work, innovations, creative challenges and especially to assume leadership in the profession and society.

3. Vision

University "VITEZ" is one of the "small" universities in the Western Balkans and strives to be recognized as a leading regional institution, which conducts world-class research through international partnerships built on collaboration between researchers; to be a destination for international graduate and postgraduate students; to offer international opportunities for study, service and work for students of the University "VITEZ" to encourage them to be global citizens; The primary task of the University "VITEZ" is to conduct teaching, scientific research and professional work based on the principles of compliance with quality control and assurance and EU standards, and it transfers the same to all partner institutions, teaching bases, local communities and cities, and economic entities. This higher education institution is a leader in the transfer of knowledge and research results in the economy of the region, as a basis for faster economic development, smart specializations and environmentally friendly and sustainable development of society. University "VITEZ" focuses on the overall development of its students, both during their studies and through their post-academic follow-up and lifelong learning. At the same time, University "VITEZ" takes care of the development and improvement of the quality of its teachers and non-teaching staff, as the bearers and creators of all key processes.

4. Strategic goals

In addition to the mission and vision of the University "VITEZ", when setting the strategic goals of internationalization, the following strategic documents were taken as guidelines:

- ERASMUS+ program,
- Strategic documents of the European Higher Education Area (EHEA),
- Strategic documents of the European Research Area (ERA),
- European strategy for smart, sustainable and inclusive growth EUROPA 2020.

University "VITEZ", in the period from 2020-2025. sets strategic goals within the following Strategic Areas:

- SCIENCE AND RESEARCH,
- STUDENTS AND STUDIES.

This central strategy forms the framework for further elaboration of the general goals of the internationalization of the University "VITEZ" for the period 2020-2025. The concretization of the goals, in the form of measures, and their implementation will be done in coordination with the Rectorate, faculties and the Management Board of the University "VITEZ".

The implementation of goals and conclusions will be carried out in the form of annual action plans, in close cooperation between the Senate and the faculty.

In the following, strategic goals are defined within the defined Strategic Areas, followed by the definition of tasks related to the realization of strategic goals. Each task is accompanied by an indicator of achievement, as well as a target value to be reached.

I SCIENCE AND RESEARCH

STRATEGIC OBJECTIVE 1. University "VITEZ" is a research institution recognized in the European and global research space.

STRATEGIC OBJECTIVE 2. Positioning our University as an internationally recognized institution and increasing its visibility, in order to ensure the attraction of as many foreign students and professors as possible.

STRATEGIC OBJECTIVE 3. The interdisciplinary cooperation of scientists is encouraged through the functional integration of scientific research activities at the University, and in cooperation with other domestic and foreign scientific research institutions and the economy.

II STUDENTS AND STUDIES

STRATEGIC OBJECTIVE 1. Integration into the European area of higher education, internationalization of study programs, and formation of joint studies with eminent European and world universities.

STRATEGIC OBJECTIVE 2. Increasing incoming and outgoing international, national, inter-university mobility of students and teachers.

STRATEGIC OBJECTIVE 3. University "VITEZ" designs and implements lifelong learning and distance learning programs in English.

5. STRATEGIC AREA – SCIENCE AND RESEARCH

STRATEGIC OBJECTIVE 1. University "VITEZ" is a research institution recognized in the European and global research space.

Task	Indicator	Outcomes
Encourage incoming/outgoing mobility of researchers	Number of incoming/outgoing mobility of researchers	Increase in the number of incoming/outgoing researchers by 5% per year Improvement of scientific and research capacities
Identify capacities for research and innovation at the University	Number of engaged teaching staff	Created scientific-research profile of the University
Promote the benefits of University "VITEZ"	YES/NO Number of events of an international nature on an annual basis	Active promotion of the profile of research groups of the University/University "VITEZ" through direct communication, social networks and other promotional activities towards European research institutions At least one international event per faculty per year
Increase revenues for financing science through EU funds	Contracted/approved amount of funds on an annual basis	Annual growth min. 2%
Increase the number of contracted international projects	Number of contracted projects on an annual basis	Annual growth min. 2%
To improve the position of the University/University on the eminent world rankings of universities	Ranking position	Annual growth min. 2%

STRATEGIC OBJECTIVE 2. Positioning our University as an internationally recognized institution and increasing its visibility, in order to ensure the attraction of as many foreign students and professors as possible.

Task	Indicator	Outcomes
New and modern study programs in English at the undergraduate level	Number of new majors in English at each of the four faculties	All new majors contribute to increased enrollment at the University/University
Promote teacher exchange programs and their mobility (ERASMUS+ and other EU programs)	Number of outgoing and incoming teachers through ERASMUS+	Increase the number by 5% annually
Joint undergraduate and postgraduate studies with higher education institutions from the EU and other parts of the world	Number of common projects and establishment joint diplomas	A minimum of two projects and two established joint degree programs at SUV by 2024
Intensive promotion of the University/University through foreign visiting professors and students	Number of foreign visiting professors and students	3% annual growth
Continuous language and professional education of professors and other employees for more intensive internationalization	Number of professors who have undergone education (foreign languages) Availability of organized courses	A minimum of 4 professors and assistants per faculty, on an annual basis
Creating stronger ties with former students who live abroad through the support of the Alumni Association of the University/VITEZ University	The number of graduated SUV students who live outside Bosnia and Herzegovina The number of graduated SUV students, who continued their academic career outside Bosnia and Herzegovina	Contact list with 50-100 names, through the support of our Alumni Association
Personal and financial strengthening of the Office for Inter. cooperation and ERASMUS+	Number of employees in the Office Financial support for internationalization	By 2022, the Office should have 3 employees and its own annual budget, in accordance with the Rector's proposal
Increase the outgoing mobility of non-teaching staff for the purpose of professional development/training	Number of employees of professional services of the University/University, who are trained abroad at partner institutions	Annual growth

STRATEGIC OBJECTIVE 3. The interdisciplinary cooperation of scientists is encouraged through the functional integration of scientific research activities at the University, and in cooperation with other domestic and foreign scientific research institutions and the economy.

Task	Indicator	Outcomes
Report interdisciplinary projects involving professors/scientists, with more than one of faculty	The number of reported interdisciplinary projects in which professors from more than one of faculty participate	Annual growth/minimum one project per year
Submit interdisciplinary projects in which scientists - professors from other domestic and foreign scientific - research institutions and business entities participate	The number of reported projects in which professors from other domestic and foreign scientific research institutions and business entities participate	Annual growth/minimum one project per year
In scientific research projects, use the infrastructure of other scientific research institutions and economic entities	The number of projects in which the infrastructure of other scientific and research institutions and economic entities is used Number of concluded contracts with scientific research institutions and business entities	Annual growth/minimum one project per year Annual growth/minimum one project per year
Establish a support system for applications and implementation of projects for all full-time teachers of the University, as well as external collaborators	YES/NO	Established database of all permanent teachers of the University, as well as external collaborators in order to support the application and implementation of projects
Organize workshops of visiting domestic and foreign scientists and businessmen	YES/NO	Minimum 4 per year (one for each faculty)
Increase the activities of science popularization	Number of activities on University Number of activities in the country	Annual growth Annual growth
Increase the number of signed cooperation agreements with foreign higher education institutions and business entities	The number of signed cooperation agreements with foreign higher education institutions and business entities	Annual growth

Actively use existing and future cooperation agreements with foreign higher education institutions and business entities	Number of active cooperation agreements with foreign higher education institutions and business entities	Annual growth in the number of activities
Encourage the development of projects through the University Institute	YES/NO	Annual growth of registered projects Established Team for EU projects

6. Strategic area – Students and studies

STRATEGIC OBJECTIVE 1. Integration into the European area of higher education, internationalization of study programs, and the formation of joint studies with eminent European and world universities.

Task	Indicator	Outcomes
Increase the number of study programs conducted in English	Number of study programs conducted in English	At least 4 study programs offered by the University in English
Establish joint studies with foreign universities	Number of joint studies with foreign universities	At least one joint study with foreign universities is carried out
To ensure the learning of our languages for students whose B/H/S language is not their mother tongue	Number of courses	Systemically organized courses of our languages for students whose B/H/S language is not their mother tongue
Increase the number of foreign citizens studying at the University "VITEZ"	Percentage of foreign nationals regularly enrolled in study programs	At least 2% of foreign citizens regularly enrolled in the four faculties
Increase the percentage of undergraduate students with study abroad experience	Number of students with experience of studying abroad	By 2023, the percentage of our undergraduate students with study abroad experience will increase to 15%
Establishment of an international classroom	Number of students attending the international classroom	The concept of the international classroom will come to life by 2023.

STRATEGIC OBJECTIVE 2. Increasing incoming and outgoing international, national, inter-university mobility of students and teachers.

Task	Indicator	Outcomes
Increase the number of students in the incoming and outgoing ERASMUS+ mobility system	Number of students in the incoming and outgoing ERASMUS+ mobility system	Increase the number of incoming and outgoing ERASMUS mobility in the amount of 5% per year
Increase ERASMUS+ incoming teacher mobility	Number of hours of lectures by guest teachers, at each faculty	Visiting teachers at the faculties hold at least 8 hours of lectures per year
Increase ERASMUS+ outgoing teacher mobility	Number of teachers at foreign universities	At each faculty, at least 5% of teachers hold lectures at other foreign faculties
Increase the number of outgoing students for internships, through the ERASMUS+ program	The number of outgoing students for internships at foreign universities	Through each ERASMUS+ agreement, include internships as approved mobility
Increase the number of mobility programs offered, through the network of related faculties and partners	Number of partnerships organized through the network	In the future, the ERASMUS+ program grows into networking projects of well-known partners

STRATEGIC OBJECTIVE 3. University „VITEZ“ designs and implements lifelong learning and distance learning programs in English.

Task	Indicator	Outcomes
Increase the number of lifelong learning programs offered	Number of lifelong learning programs offered at four faculties	Each faculty of the University offers at least one lifelong learning program
Increase the percentage of teaching content in English that students can follow through e-learning (videos)	Percentage of majors that are at least 25% covered by e-learning teaching content (videos)	The subjects of each study program are covered by at least 25% of the e-learning content (videos) in English

6. Conclusions

Bearing in mind all of the above, the Senate of the University "VITEZ" and its responsible departments accept responsibility for:

5.1 Promoting and maintaining partnership relations with universities and international institutions abroad;

5.2 Representing the University "VITEZ" in all matters involving elements of internationalization;

5.3 Cooperates in matters of formulation, implementation and presentation of international projects;

5.4 Identify, analyze and disseminate information concerning international cooperation;

5.5 Coordinates and supervises the participation of the University in various networks, consortia, associations and institutions of international cooperation and updates relevant information;

5.6 Support the services responsible for the international mobility of teachers, students and other staff at the University and coordinate their activities;

5.7 Together with the competent services, organize international conferences at the University level and visits by representatives of foreign universities/universities and international institutions;

5.8 Faculties and University Institute implement their individual programs of international cooperation and participate in international projects, in cooperation with the Rectorate and competent services.

Travnik, 25 September 2019.