UNIVERSITY OF SARAJEVO

STRATEGY OF INTERNATIONAL COOPERATION DEVELOPMENT

2018/19-2022/23

UNIVERSITY
OF SARAJEVO

SUMMARY

VISION

UNSA - a place where people, aspirations, ideas, cultures and excellence meet, intertwine, complement and develop, creating strong attractive/cohesive force that unites the entire BiH and the Region. UNSA promotes freedom, openness, inclusion, autonomy, accountability, as well as diversity of ideas, creative collaborations, and the process of modernization to become an academic community, intellectually capable and socially responsible. This way, UNSA profiles itself as a proactive, reliable, recognized, attractive partner and a productive and creative member of the regional, EU and global academic community.

MISSION

By using its own reputation, decades of experience and tradition, UNSA creates an inspiring, inclusive and attractive environment for learning, teaching, research and artistic work, which allows students, researchers and teachers and other actors to critically think and understand the dynamics of global and local socio-economic, technical-technological and political processes/ problems and offer sustainable and innovative solutions to improve the quality of life for all. Such progressive, dynamic and co-cooperative environment and culture attracts all players and enables the construction of a strong international network that strengthens the development of human resources and infrastructure for internationalization and modernization, and enables effective presentation of UNSA achievements, quality and reliability.

"Let's think and shape a sustainable future together!"

STRATEGIC PLANNING AT UNSA

The *thinking* about internationalization began with the arrival of the new UNSA management in 2016. A very important platform for exchanging opinions, getting acquainted with the best practices of internationalization was built within the implementation of the Erasmus+ Capacity building project STINT - Strengthening of Internationalization in BiH higher education. This platform brought together all public BiH universities, three EU universities, two Quality Assurance agencies for academic education in BiH, two entity ministries of education, and the Centre for Recognition and Information. Within this platform, a dialogue was established that enabled participants from UNSA to strengthen their own capabilities regarding the method, activities and mechanisms of the internationalization process. This platform enabled a comparative analysis of the level of knowledge and understanding of this process by stakeholders (students, teachers, non-teaching staff and management).

Officially, the process of strategy preparation began with the appointment of a team for the Development of a Strategy for the Department of International Relations (Decision: 01-197/18 of 28/02/2018):

1. Prof. dr. Ksenija Kondali - Faculty of Philosophy
2. Doc. dr. Hamza Karčić - Faculty of Political Sciences
3. Mr. Darko Šobot - Academy of Fine Arts
4. Prof. dr. Lada Lukić-Bilela - Faculty of Natural Sciences and Mathematics
5. Prof. dr. Davorka Završnik - Faculty of Pharmacy
6. Prof. dr. Amir Čaušević - Faculty of Architecture
7. Hamza Jatić - representative of students
8. Mr. sci. Adnan Rahimić - International Relations Office

It should be emphasized that this team was appointed when other teams/groups were appointed to prepare the overall UNSA Development Strategy (Education and Science Development Strategy of the University of Sarajevo for the period 2018-2022) and that this document is a non-segregated part of the overall UNSA's Development Strategy created in accordance to a common methodology. The group was led by Prof. Dr Aleksandra Nikolić, who also prepared the work plan of the team, merged and shaped the Strategy's text.

The internationalization strategy's text is designed to enable faster and easier monitoring, yet offering at the same time enough information need to enable the insight into the state of the internationalization process, resources available at UNSA, as well as local and global challenges in this regard. In this sense, the strategy text is divided into two parts. The first part presents in a simple way the conclusions of the strategic analysis and explains the reasons for choosing the strategic direction of action at UNSA, as well as the strategic framework and action plan for strengthening the internationalization process. The second part presents an analysis of the situation that offers additional information and explains why the internationalization strategy was formed in this way.

CONTEXT ANALYSIS IN WHICH INTERNATIONAL COOPERATION TAKES PLACE

The internationalization process' analysis of the internal and external context of was done by applying a widely accepted methodological approach - the SWOT analysis (below) and TOWS matrix. This analysis was done based on a survey completed by professors, students, administrative staff and UNSA executives. The analysis was done in order to explain the reasons why the presented strategic framework was created, and why the presented direction of development of this process was chosen and the priorities were defined.

STRENGHT

- Relatively developed and experienced IRO office that has very good communication and reputation internally and externally;
- UNSA and its staff (individuals) participate and have experience in various international mobility, research and cooperation programs, and are able to conduct classes in English;
- Committee for International Cooperation, Centre for Interdisciplinary Studies and the Confucius Institute and the Office for Support of Students who can be initiators of the internationalization process at home;
- Availability of information and e-support to students and teaching staff (social networks)
- The possibility of using all UNSA resources, i.e. hospitality and openness to foreigners
- Developed network of various international partners - bilateral agreements, mobility agreements, COST, active participation in important associations

WEAKNESSES

- Inflexibility of the teaching process and low internationalization - lack of systemic approach (plans, regulations, horizontal and vertical cooperation, questionable resources - insufficient number of foreign researchers and students, lack of budget - dependence on foreign funds, accommodation facilities)
- Inactivity of student's organizations in the promotion and implementation of the process of internationalization - lack of efficient alumni organization
- Low level of attractiveness and recognisability of UNSA - number and quality of international events, magazines, program offers, learning local language, and especially the lack of tradition of summer / winter schools
- Low level of management loyalty at all levels - internationalization is not a real and recognized priority
- Lack of programs to strengthen the ability of teachers, students and administration to design and implement the process of internationalization
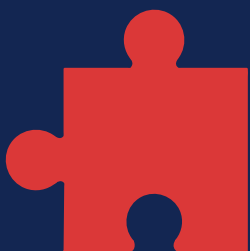
OPPORTUNITIES

- The attractiveness of the city of Sarajevo and the entire region
- Living and studying costs
- Availability of EU funds (a certain increase in these funds - double the amount for funds is promised)
- Bilateral relations with the governments of friendly countries - China and the 16 + 1 program
- Berlin process - establishment of a fund for young researchers
- Initiatives to involve the diaspora in internationalisation processes

THREATS

- High level of corruption (and perceptions of corruption) combined with political and economic instability,
- Unregulated regulatory and institutional framework,
- Competition from the region - public and private universities,
- Student mobility is not recognized and valued in the labour market by employers
- Weakness of HEA Agency and high costs of international accreditation
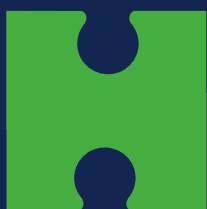
SWOT MATRIX

	STRENGHTS	WEAKNESSES
OPPORTUNITIES	MAXI-MAXI Aggressive development	MAXI-MINI Take - off Chosen strategic approach
THREATS	MINI-MAXI Diversification	MINI-MINI Abandonment

STRATEGIC GOAL

Institutionalization of the UNSA internationalization process with strong development of conditions for strengthening "internationalization at home" in order to create an attractive, stimulating, creative and inclusive environment for learning, advancement, research and exchange of ideas and knowledge.

OPERATIVE GOALS

Strengthening
the ability of organizational units, teachers, administration and students
to design and implement the process of internationalization (internal reorganization - horizontal integration of human resources, strengthening the ability to improve the level of internationalization of the teaching
process - pedagogical support, planned budget, documents - sharing experiences / internationalization team)

Internationalization
at home (work on the offer of modern study programs in English) and
creating an international environment at home

Visibility
and networking (internal promotion, promotion abroad, etc., IT support - a common portal for organizing events, all journals and their digitization and the gathering of a team to improve the quality of journals and their indexation, academic meetings)

STRATEGIC PLAN MEASURES

In order to realize the defined goals, it is necessary to implement certain measures, i.e. a set of tasks and activities. Below are listed the measures of the action plan for the implementation of the strategy.

STRENGTHENING THE CAPACITY OF ORGANIZATIONAL UNITS, TEACHERS, NON-TEACHING STAFF AND STUDENTS TO DESIGN AND IMPLEMENT THE INTERNATIONALIZATION PROCESS

- Mteam UNSA (IntCoNet UNSA)
- Go green – "Smart office"
- GE-P The global Education Profiler
- Research portfolio
- Portfolio of services
- Annual work report
- Document according to the HE Law
- Removing administrative barriers (team building - to enable students in student services to get to know each other)
- Volontiraj.unsa.ba - a network for student involvement
- "Mobility window" (focus on non-cyclical education)
- Erasmus café
- Portal "Learning - speaking BH's languages"
- Strengthening bilateral cooperation / interactive partner map
- Strengthening the use of Jean Monnet funds
- Strengthening the capacity to use ERASMUS + funds
- Improving mobility through the signing of ERASMUS + bilateral agreements
- Award for contribution to excellence
- Scholarship Fair
- Multilateral studies
- Diaspora for Development (D4D) project: "Idea Fair"
- Brain Gain program
- Internationalization budget

INTERNATIONALIZATION AT HOME

- Internationalization promoters
- "Learning foreign languages" to strengthen students 'multilingual competencies
- World Culture Days
- Academic Café
- Study abroad - services and activities
- Summer schools
- Staff week
- Strengthening the culture of internationalization and quality
- Centre of Excellence for Mobility Support
- UNSA Museum
- UNSA brand - store
- Mobility Fund

VISIBILITY AND NETWORKING

- ReFresh cooperation
- Social networks - buddy network
- UNSAdiplomaticNet
- Portal: "Where knowledge begins"
- Alumni Academic Club
- Networking - networking meetings
- Known about UNSA
- Investment day
- Red Campus Revitalization Project - "Sustainable Campus"
- Healthy Living Project
- Expo on Campus / Colleges
- Tradition and UNSA
- Confucius Institute
- Centre for Interdisciplinary Studies
- Monitoring and evaluation of strategy implementation

MONITORING AND EVALUATION OF THE IMPLEMENTATION OF THE INTERNATIONAL COOPERATION DEVELOPMENT STRATEGY

In order to ensure adequate implementation of this strategic and action plan, it is necessary to define a system for monitoring and evaluating the implementation of the strategy, as well as indicators enabling the internationalization process' monitoring of effects and results.

The Committee for International Cooperation will be the responsible body that will perform a short evaluation once a year on the basis of the report on the work of the University of Sarajevo. The general evaluation will be performed on the basis of general indicators. It is planned to perform an "in-depth" evaluation related to the implementation of planned activities, according to the indicators defined by the operational planning of activities/measures/projects from the proposed action plan. The result of the evaluation, in addition to determining the quality of implementation, should be an improved operational plan for the remaining part of the implementation period of the strategy. At the beginning of the implementation, the Committee will conduct an analysis to define the level of development of international cooperation/internationalization. In addition, the Board will make a detailed plan of monitoring and analysis, as well as documents for records or data collection, and will finally define the monitoring indicators more precisely. The indicators described here will be part of a set of developed indicators, but their number, calculation method and observation will be defined in more detail.

Based on the annual work report, the Board will give a brief assessment of the efficiency and effectiveness of the implementation of the strategy, and propose corrective and preventive measures to improve the efficiency of the implementation of the strategy. After two and a half years, the Board will make a detailed analysis to assess the efficiency and effectiveness of the implementation of the strategy and reach the level of strengthening the internationalization process. Based on the findings, the board will define corrective measures, but will also be able to adjust the proposed action plan according to the findings and needs of the internationalization process, but also according to changes in the environment.

This approach will enable the creation of corrective actions that would enable the elimination of problems in the implementation, but also the design of new unforeseen activities to strengthen the implementation of the strategy and to respond to changes in the environment. Of course, the implementation of the strategy will largely depend on the available funds, i.e. its implementation must be accompanied by strengthening the UNSA budget for this purpose.

General indicators for monitoring the implementation of the strategy are given below in this subchapter, while specific indicators are provided in the action plan.

INDICATORS FOR THE IMPLEMENTATION STRATEGY MONITORING

AGREEMENTS AND MEMBERSHIPS

Indicator: Quantitative and qualitative change related to agreements
Description: Quantitative change measures changes in the number, while qualitative measures the "activity" of the agreement and the quality of the partners according to the attitude and criteria determined by the Committee for International Cooperation
Reporting: International Relations Office

Indicator: Quantitative and qualitative change related to membership
Description: Quantitative change measures changes in the number, while qualitative measures "activity" and benefits from membership, according to the attitude and criteria established by the Committee for International Cooperation
Reporting: International Relations Office

PROJECTS

Indicator: The number of international projects coordinated by UNSA
Description: Increasing the participation of UNSA and org. units in international projects offered in open calls for European funds is one of the most important goals of the University's Internationalization Strategy.
Reporting: International Relations Office, Research Service Office

Indicator: Number of international projects in which UNSA appears as a partner
Description: This indicator quantitatively shows the number of new projects in which the University is a partner, the number of issued mandate letters and the relationship between signed letters of intent and actual projects in which the University participates.
Reporting: International Relations Office, Research Service Office

Indicator: Number of staff involved in international projects
Description: Basically, each international project at the, University is implemented by a specific team. The aim of this indicator is to provide information on the number of staff involved in international projects, by organizational units, areas and total, which are important in planning the implementation of new projects, workload of others, involvement in projects related to a specific area - people in that field, adequate student involvement, etc.
Reporting: International Relations Office, Research Service Office, International Projects Support Office

MOBILITY

Indicator: Number of mobility programs in which UNSA participates
Description: This indicator will quantitatively show the number of mobility programs in which the University of Sarajevo participates (Erasmus+, Mevlana, CEEPUS, etc.) and the opportunities offered for establishing international mobility - incoming and outgoing.
Reporting: International Relations Office

Indicator: Number of incoming student mobility and number of persons
Description: This indicator shows the structure of student students from foreign countries who decide to spend part of their education at UNSA, which measures the success of academic mobility, and is one of the elements for measuring the attractiveness of study programs and universities.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of incoming staff mobility and number of persons
Description: With this indicator we quantitatively measure the interest of foreign staff (teaching and non-teaching) from partner foreign universities coming to UNSA in the framework of mobility.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of lectures given by incoming teaching staff and number of persons
Description: This indicator will show the intensity of the arrival of teaching staff from other foreign higher education institutions at UNSA in order to hold classes for a certain period of time or to hold special courses, trainings and programs.
Reporting: OU Vice-Deans/coordinators

Indicator: Number of mobility of incoming non-teaching staff and number of persons
Description: Quantitatively expresses the arrivals of non-teaching staff from foreign universities at UNSA for training, development (staff week), holding courses, etc.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of outgoing student mobility
Description: It measures and monitors the number of students who go for mobility abroad for different periods of time and for different reasons. It can be said that the indicator measures students' interest in improving and acquiring new knowledge at other foreign universities.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of outgoing staff mobility and number of persons
Description: With this indicator, we quantitatively measure the interest of local staff (teaching and non-teaching) from UNSA who goes to partner foreign higher education institutions in the framework of mobility.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of lectures given by outgoing teaching staff and number of persons
Description: Measures the number of outgoing teaching staff who spends a certain period of time at one of the higher education institutions abroad. When monitoring and analyzing this indicator, we will also take into account the reasons why teaching staff go into mobility.
Reporting: International Relations Office, OU Vice-Deans/coordinators

Indicator: Number of mobility of outgoing non-teaching staff and number of persons
Description: The indicator monitors and measures the number of non-teaching staff who has spent a certain period of time at one of the universities abroad. When analysing and interpreting this indicator, the reasons why administrative staff stayed abroad (individual program, staff week, etc.) should also be taken into account.
Reporting: International Relations Office, OU Vice-Deans/coordinators

STUDY PROGRAMS

Indicator: Number of new study programs in English or other foreign languages
Description: UNSA's strategic commitment is to ensure a certain level of standards and an adequate level of quality of all processes in the process of establishing new study programs in English or other foreign languages.
Reporting: Teaching and Student's Affairs Office, OU

Indicator: Number of new subjects in English or other foreign languages
Description: The aim is to offer foreign students attendance at teaching subjects in certain subjects, until study programs in foreign languages are established at the Faculties.
Reporting: Teaching and Student's Affairs Office, OU

Indicator: Number of joint degree study programs with international partners
Description: To organize this type of program, it will be necessary to find international partners with whom the area for creating the study program will be defined, and all the accompanying documentation. By monitoring the number of joint study programs at different levels, the size of the UNSA international network will be determined.
Reporting: Teaching and Student's Affairs Office, OU

Indicator: Number of new interdisciplinary study programs
Description: Interdisciplinary and special study programs at the University are attractive and their development and adequate promotion will be extremely important for internationalization, both in the curriculum and in
the form of visiting teachers and associates, mobility, etc.
Reporting: Teaching and Student's Affairs Office, OU

CONFERENCES, SUMMER SCHOOLS AND OTHER SHORT COURSES/PROGRAMSI

Indicator: Number of conferences and other events of international character organized by the University or OU
Description: International winter and summer schools, conferences, seminars as educational programs in many ways contribute to the internationalization of the University. University and its units organize scientific gatherings and conferences, and a certain number of them were of an international character. The indicator is designed with the aim of quantitative monitoring of the number of conferences and gatherings in general, which are organized or co-organized by organizational units or the University. This indicator will monitor the number of international schools, conferences, seminars, workshops at UNSA and OU, including the number of participants and lecturers from abroad.
Reporting: PR Department, Vice-Deans/coordinators

BUDGET

Indicator: Percentage of revenues from international projects and IRO work (by all programs) in the total UNSA budget
Description: International projects can play a significant role in the overall budget of the University. The goal of the University is to gradually increase revenues from projects of an international character. This indicator measures and monitors the total income for all international projects at the University and the ratio of income for international projects in the total budget of the University.
Reporting: Finance Department, International Projects Support Office

Indicator: Number of employees in the Central International Relations Service and at OU
Description: Full-time or part-time employees of the UNSA Rectorate and OU who in the description of their work tasks perform activities related to international cooperation of the University and internationalization and members of the networks of the International Cooperation Office
Reporting: International Relations Office, OU Vice-Deans/coordinators

VISIBILITY AND RECOGNISABILITY

Indicator: UNSA International Visibility Monitoring (Webometrics, ARWU)
Description: The results of applying of the above indicators should ultimately lead to a better positioning of the University on world rankings such as Webometrics, etc.
Reporting: Quality Assurance Office

Indicator: Number of promotional material developed
Description: In order to better inform students, teaching and administrative staff about the possibilities of international cooperation, leaflets, brochures, instructions and multimedia material on various internationalization programs will be produced.
Reporting: PR Department and Arts, Culture and Sports Department, OU

Indicator: Attractiveness of the website and content in English
Description: Monitoring visits to English-language content will indirectly determine the intensity of stakeholders' interest in the content offered by UNSA.
Reporting: PR Department and Arts, Culture and Sports Department

Indicator: Social networks Visibility
Description: By monitoring content visits on social networks (Facebook), it will be possible to determine the intensity of stakeholders' interest in the content offered by UNSA.
Reporting: PR Department and Arts, Culture and Sports Department