



We are realizing our ambitions

Development Strategy of
the Faculty of Medicine
2023-2027



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Dean's Address

The Faculty of Medicine Foča has grown into an institution of special significance for the Republic of Srpska, Bosnia and Herzegovina, and the entire region. The faculty is entering a new era defined by its ambitious goals in education, research, and even greater social responsibility. Over the past few years, we have tirelessly worked to fulfil our vision of becoming a leader in education and research, resulting in the training of skilled professionals capable of addressing healthcare needs across the region and the world. Additionally, we have been promoters of the development of the local community and the entire region. Now, we are ready for even greater achievements. We will build the future on our solid foundations and move forward guided by our new strategic plan.

The plan signals the long-term aspirations of the Faculty of Medicine, while providing a clear, practical strategy that will guide us over the next five years. The strategy builds on our past successes, leading us towards new and promising results. It is designed to guide our students, staff, and the faculty, setting our course for where we hope to be in the next five years. By achieving our goals, we demonstrate respect and appreciation for our past while understanding the standards of excellence and accountability we will follow in the future. With the efforts of all of us, a new breakthrough is possible and attainable. All programs make our faculty a desirable place for work and learning, as well as a recognized leader in research, education, and commercial services. At the Faculty of Medicine, we aspire to be innovators and creators of change, and as we look ahead, we aim for a new era that envisions a healthier global community and equitable healthcare for all.

Our new strategic plan could not have been developed without the significant contributions of all employees and students of the Faculty of Medicine. The adoption of this strategy and the implementation of its action plans, which include five strategic themes—modernization of educational activities, enhancement of scientific research, achieving impact on the community, development of infrastructure, personnel, and internal quality assurance systems, and internationalization—will be crucial for our further development and success.

With the great effort and dedication of the entire faculty, staff, and students, and through collaboration with each other and our partners, we will achieve our vision.

I am proud of all that we have achieved so far and excited to see where we will go in future.

Dejan Bokonjić, MD, PhD

Our Mission, Vision, and Values

Our mission, vision, and values define our purpose and strategic goals. They are a crucial embodiment of the principles that guide our students, teachers, associates, and other members of our community. In other words, they are what lead us, supporting us in advancing the education and professionalization of medical professionals while improving the health of our community.

MISSION

The Faculty of Medicine Foča is dedicated to improving health and healthcare through biomedical education, research, and services to patients and the broader community. The Faculty of Medicine Foča achieves quality in its work by:

- Educating students at the undergraduate, master's, and doctoral levels, as well as specialists, with the goal of creating responsible academic citizens, healthcare professionals, and scientists;
- Conducting various research studies at the health and academic levels;
- Providing community services that enhance the quality of life at both local and international levels.

VISION

The vision of the faculty is to be a modern educational institution in the field of biomedicine and healthcare, serving as a powerful, high-quality, reliable, and competent partner in educating skilled personnel capable of addressing all challenges in modern medicine, dentistry, nursing, and special education and rehabilitation.

The Faculty of Medicine Foča will strive to educate doctors, graduates, master's students, and doctoral candidates in accordance with the highest standards, making them competent to meet healthcare needs both locally and internationally.

VALUES

To put the defined mission and vision into action, our teachers and associates, students, and administrative staff demonstrate their commitment in

everything they do in line with the core values. The Faculty of Medicine Foča aims to share and project these values in a way that contributes to the development and advancement of the medical profession and society as a whole.

- **HUMANISM** - Treating all people with respect for human dignity, compassion, and autonomy.
- **SOCIAL RESPONSIBILITY** - Advocating for all people, especially patients and the vulnerable, by addressing the social determinants of health, health equity, and social justice.
- **PROFESSIONALISM** - Operating in accordance with the highest standards of integrity, ethics, collegiality, teamwork, and responsibility, while demonstrating a commitment to lifelong learning.
- **MULTIDISCIPLINARITY** - Consulting experts from various fields to enrich science and overcome excessive fragmentation of knowledge.
- **RESPONSIBILITY** - The use of resources, care for the environment, and the infrastructure of the faculty requires a sense of responsibility from the employees at the Faculty of Medicine Foča, which they strive to instill in students throughout their education.
- **INTERNATIONALIZATION** - The Faculty of Medicine Foča promotes the education of students with international profiles, fosters interest in other cultures, and enriches the international experience of students, professors, researchers, healthcare professionals and other experts.

PEST Analysis

To better connect with the overall context in which it operates, the Faculty of Medicine Foča has been analyzed through factors in the domains of politics, economics, society, demographics, and technology.

Political Factors

Two political factors are crucial for the operation of the faculty: the entity jurisdiction over higher education and the public nature of the university. In recent years, the Faculty has made significant progress in internationalization through the organization of courses in English, increased mobility of faculty and students, research, and the enhancement of teaching by modernizing curricula and programs, introducing new teaching methods, and new student assessment techniques. As such, it has been recognized and received support from the republic institutions for the implementation of programs and initiatives that will enhance its work and benefit higher education in the Republic of Srpska. A special mission of the faculty is to retain young people in the municipality of Foča and the entire eastern part of the Republic of Srpska. Ovi prostori se odlikuju manjim brojem stanovnika, nerazvijenijom ekonomijom i snažnim odlivom mladih ljudi. These areas are characterized by a smaller population, a less developed economy, and a strong outflow of young people. The Faculty, through its existence and activities, should prevent or at least mitigate the impact of unfavorable demographic trends, which it largely succeeds in doing. This also has significant political importance, as it reduces population migration that would lead to the "emptying" of a significant portion of the territory of this region.

The Faculty of Medicine Foča has excellent cooperation with other medical faculties in Bosnia and Herzegovina. This is achieved through the Deans Conference of B&H and through bilateral cooperation with all faculties. The faculty also has excellent cooperation with faculties in the region, particularly in Serbia and Montenegro. This collaboration serves as a foundation for integrating the faculty into the broader

academic community, facilitating the exchange of teachers and students, participation in joint projects, and more. Cooperation with medical faculties in Europe and around the world enables us to exchange students and teachers and participate in numerous joint projects. Political instability in the country can have multiple impacts on the functioning of the faculty. Political stability in the Republic of Srpska, Bosnia and Herzegovina, as well as in the entire region, is extremely important for the further development of the faculty. On one hand, frequent changes in higher education legislation create instability, as higher education institutions are uncertain whether their rights and obligations, once regulated, will change within a short period. The new Higher Education Law and the amendments that are to be adopted in the coming period will enable the further development of the faculty. The changes are directed towards modern trends, and with them, the Republic of Srpska will have a modern Higher Education Law. The lack of reform in labor law can also negatively affect the functioning of the faculty, as it may adversely impact the employment status of the staff. It is also necessary to modernize this law in the future and align it with the current needs of society.

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Political Factors		
Possibilities		
Factor	Impact on the faculty	Necessary actions and initiatives
Interest of the local and political community in the development of the faculty	Securing financial resources from the local community. The competent authorities issue acts that define and potentially improve the position of the faculty.	Encouraging the local community to adopt appropriate acts and programs by presenting its competent authorities with the problems and challenges, along with proposed solutions.
The importance of the faculty for the development of the Foča region, regional development, and demographic structure.	The Republic and the local community of Foča, in their budgets and other sources for the development of higher education and the economy, as well as for improving the demographic structure, take into account the importance of the Faculty of Medicine Foča in addressing issues in these areas and allocate funds to ensure that the faculty contributes to solving these problems. The faculty can count on a sufficient number of students, as interest in studying medicine and other programs at the Faculty of Medicine remains high. Furthermore, the introduction of programs in English has further improved the situation.	The Faculty of Medicine in Foča should continue its work with the local community and the Republic, and keep highlighting and demonstrating the importance of its existence and activities for regional development and the improvement of the demographic structure.
The absence of direct political influence on the functioning of the faculty	The faculty is able to independently design and implement its own development concept, secure financial resources, and improve its human resource base without political influence. This enables the faculty to achieve these goals based on the principles of expertise and objective needs, rather than on criteria of political suitability.	Fostering the autonomy of the faculty, as well as the freedom of thought and speech, and the scientific creativity of the faculty staff.
Orientation towards collaboration among all medical faculties in the Republic of Srpska, Bosnia and Herzegovina, and the region.	Opportunities for participation in joint projects and initiatives. Exchange of teachers and students, which contributes to the enhancement of teaching quality.	Initiating joint activities with other faculties. Analyzing problems that can be more easily solved through collaboration with other partner institutions. Accepting collaboration initiated by other partners.

Political Factors		
Threats		
Factor	Impact on the faculty	Necessary actions and initiatives
Unstable political environment	Pressures on the faculty to adapt its policies to the changing dynamics of political power.	Such a definition of the development and operational strategy, as well as the norms contained in its internal acts, that will make it as resistant as possible to changes in the balance of political power.
Frequent changes in higher education legislation	Difficulties in defining a long-term development strategy, although the new law on higher education is very conducive to the development of the faculty. Changes in labor legislation that worsen the employment status of staff affect both current and future employees of the faculty.	Active participation of university and faculty representatives in preparing legislation to ensure the adoption of high-quality acts that will not need frequent amendments. Participation in expert discussions and other activities that will contribute to the development of better legal solutions, which will protect the rights of employees while simultaneously opening up opportunities for future employees—current and future students.

Economic factors

Like all other institutions, the Faculty of Medicine is subject to the influence of economic factors, which reflect on its functioning either directly or indirectly. The manner in which the economic environment in which the Faculty of Medicine Foča exists is shaped, as well as the dynamics of its changes, underscores the need for timely recognition of opportunities that could be leveraged, as well as threats whose negative impact could be mitigated.

Among the general economic factors, unfavorable trends related to key macroeconomic indicators should be highlighted as potential threats. The war in Ukraine and the Middle East, along with the economic crisis and recession affecting most of the world, pose serious problems for countries with which the Republic of Srpska and Bosnia and Herzegovina have the highest level of economic cooperation. This directly impacts the speed of recovery of our economy. The particularly concerning fact is that disposable income is stagnating with a downward trend, which negatively affects the purchasing power of the population. Due to the low level of economic activity, public revenues are decreasing, which limits the possibilities for development-oriented budget financing of higher education, and consequently, the University and the Faculty of Medicine. Price instability is another negative factor that contributes to a further reduction in purchasing power.

The attractiveness of the Faculty of Medicine Foča can be viewed from two aspects. The first is the opportunity for personal and professional fulfillment at the Faculty in every sense, and the second is related to the financial satisfaction and rewards that the Faculty of Medicine regularly organizes for its employees. All types of education and lifelong learning are encouraged for all employees at the faculty, as well as financial incentives for any additional work performed. In the future, an adequate staffing policy is crucial, one that would enable the further development of the Faculty of Medicine while also preventing previously invested resources in human capital from becoming unproductive. It is necessary to continue

strengthening the financial capacity of the faculty by offering additional services to third parties in the labor market, which will make the working environment more attractive.

When it comes to the higher education market, current trends are threatening due to the emerging competition. The competitive advantage of the Faculty of Medicine Foča should be focused on quality and low tuition fees for self-financing students in Serbian language programs as well as for international students in English language programs. Particular attention should be given to the level of knowledge, skills, and competencies that students will acquire upon graduation. As the market economy strengthens and develops, where knowledge becomes a dominant factor in production and economic prosperity, the function of the faculty, which primarily involves the transfer of knowledge, becomes even more important and socially responsible.

Economic factors		
Possibilities		
Factor	Impact on the faculty	Necessary actions and initiatives
International cooperation	Strengthening the image, international visibility, and competitiveness in the market.	<ul style="list-style-type: none"> - Engaging distinguished guest lecturers - Stimulating the mobility of staff and students - Participation in international projects - Teaching in English in the programs of Medicine, Dentistry, and in the future, also Nursing - Offering courses or individual subjects in English
Commercialization of faculty services	Providing services to the community	<p>Dental Center: Constant increase in the quality and number of services provided to patients; year-on-year revenue growth.</p> <p>Rehabilitation and Special Education Center: Increase in the number of services related to assistance for children with special needs and revenue for the faculty.</p> <p>Growing number of self-financing students, lifelong learning programs, and short study programs.</p> <p>Increasing number of development, educational, and research projects.</p>

Economic factors		
Threats		
Factor	Impact on the faculty	Necessary actions and initiatives
Reduction in the level of economic activity and GDP	Reduction in budget expenditures on the faculty	Increasing own revenues. Continue the growth trend
Reduction in public expenditure	Reduction in budgetary expenditures at the University of East Sarajevo and the Faculty of Medicine in Foča	<ul style="list-style-type: none"> - Reduction in dependence on budgetary funding sources (grants) - Strengthening market earning capabilities (e.g., Specialist Dentistry Center, Center for Special Education and Rehabilitation, laboratories, etc.) (Revenue from projects, partnerships with businesses, local government authorities, international cooperation)
Decrease in the disposable income of the population	Decrease in revenue from tuition fees and other related income	<ul style="list-style-type: none"> - Flexibilization of pricing policy and methods of tuition payment - More aggressive marketing approach (designing and implementing effective promotion) - Programs in English - Improving the quality of teaching

Social and Demographic Factors

The Faculty of Medicine in Foča operates in a social environment characterized by: 1) A multitude of faculties offering their services to students; 2) Decreasing birth rates and unfavorable demographic trends; 3) Adverse economic conditions. These social factors require the university and the faculty to define a development strategy that will either overcome or at least mitigate the effects of these unfavorable social factors.

The Faculty of Medicine in Foča is established as an institution that has successfully positioned itself in the social environment as a higher education institution with significant achievements in teaching and research activities. The results achieved are visible and recognized in the public eye, and this should be what distinguishes our faculty from others. The branding of the faculty, which has been successfully initiated, should continue. The social environment imposes behavior based on market principles, where, in addition to the quality of core activities for users, the final result is also important. The Faculty of Medicine Foča should continue to promote its genuine comparative advantages: 1) expert staff, both among teachers and associates; 2) high quality of scientific research work and teaching process; 3) international activities—

attracting a large number of foreign students, and the fact that graduates are immediately employed.

Unfavorable demographic trends worry every higher education institution. A smaller number of students affects the teaching process and has negative financial consequences. The Faculty of Medicine in Foča still enrolls as many students as planned, but there is a noticeable decrease in the number of students taking the entrance exam each year. In the future, in addition to the domestic market, the faculty must focus on foreign markets, which it is already successfully doing. Unfavorable demographic trends, as a potential threat, can be partially or completely eliminated only by not adapting to "market" logic but by continuing to insist on the quality of the teaching process, modernization of the teaching process in every respect, and appropriately presenting achieved results, so that potential and current students know they have made the right choice.

Unfavorable economic trends severely complicate the functioning of the faculty, particularly in terms of staffing renewal, as budgetary resources necessary for hiring new teachers and staff become scarcer during economic crises. Secondly, insufficient financial resources make it difficult to procure necessary materials for the teaching and research process (literature, laboratories, etc.). Despite the challenging financial situation, the Faculty of Medicine in Foča has managed to carry out significant infrastructure work and purchase substantial equipment with its own funds and those provided by the Government of the Republic of Srpska. The faculty needs to continue modernizing and adapting specific study programs and teaching methods in accordance with modern trends.

The demographic future of the Republic of Srpska is quite uncertain given the long-standing negative trends, aging population, low fertility rates as measured by the total fertility rate, a prolonged decline in natural population growth, and the emergence of a secondary negative migration balance. The prolonged decrease in birth rates (for more than a decade, it has been below the mortality rate) is causing changes in the age structure of the population (demographic aging). The increase in the proportion of the elderly population leads to a decrease in the share of fertile age groups, which ultimately results in a reduction in fertility.

In the Republic of Srpska, a period of overall depopulation began at the start of the 21st century, while in Bosnia and Herzegovina, this occurred at the end of the first decade of the current century. All projections so far, made using the component method, indicate a decrease in the population of Bosnia and Herzegovina and the Republic of Srpska.

Demographic Trends in Bosnia and Herzegovina from 1991 to 2022

	Population in 1991	Population in 2013	Non-residents 2013	Natural increase 2014-2022	Migration balance 2014-2022	Depopulation 1991-2022.	Population in 2022
Bosnia and Herzeg.	4.377.033	3.531.159	-196.000	-105.124	-283.734	-1.430.732	2.946.301
Republic of Srpska	1.558.387	1.228.423	- 58.081	-56.914	- 94.029 ¹	-535.428	1.022.959
Federation of BIH	2.731.019	2.219.220	-133.019	-45.526	-183.910 ²	-877.587	1.853.436
Brčko District	87.627	83.516	- 4.900	-2.684	- 5.795 ³	-17.789	69.838

Source: Pašalić, S. (2022): Calculated using the balance equation, based on data from the 2013 population census and the demographic bulletin of vital statistics for 2014-2022.

Population Movement in the Republic of Srpska (1991-2031)

Year	Populatiuon	Index
1991.	1 569 332	100
2013.	1 326 661	84,5
2021.	1 250 000	79,6
2031.	1 170 000	74,5

Source: Pašalić, S. (2012). Demographic Losses in BiH 1991-2011

Reduction in the school population, or the decrease in the number of children of school age, necessitates the need for enrollment planning as there will evidently be a reduction in enrollment quotas. This will also lead to the continued closure of many schools in depopulated areas.

According to projections, the number of children in primary school age (6-15 years) will decrease by 30% by 2031, and there will be about 1,000 fewer classes (assuming an average of 25 students per class).

Movement of the School Population in the Republic of Srpska

School year	Preschool Education	Primary Education	Secondary Education	Higher Education
1998/99.	-	125.812	53.340	15.283
2003/04.	4.618	125.256	51.577	21.717
2008/09.	6.342	113.269	46.938	41.246
2013/14.	7.599	96.735	46.421	41.988
2019/20.	13.274	88.065	37.206	27.701
2020/21.	12.610	86.430	36.405	25.437
2021/22.	14.382	85.441	35.628	19.873
2022/23.	14.703	84.431	34.998	19.461

Source: Demographic Statistics and Education Statistics (Yearbook), RZS, Banja Luka

Education in the Republic of Srpska/Higher Education 2021/22 - Dynamics and Directions of Change

Higher education institution	Number of students	No. of students without graduating students	Graduating students	I	II	III	IV	V	VI	Graduates in 2021
Total:	25168	19873	5295	6093	5322	4620	3288	371	179	3585

Source: Education in the Republic of Srpska/Higher Education 2021/22 - Dynamics and Directions of Change (Source: Pašalić, S.)

Changes in the demographic contingents of the young population in the Republic of Srpska present a significant challenge for higher education. The projection of student population development is based on several factors, primarily demographic, developmental, technological, and others. It is a fact that the number of students will not continue to grow but will instead decline. The expected decrease in the high school population will most directly impact the reduction in the number of higher education students. Higher education institutions that focus on quality and ensuring high-quality human resources will position themselves advantageously. The long-term development of the Republic of Srpska will depend exclusively on the quality of its human resources. Institutions that recognize this and understand that changes are only possible by

selecting the most qualified human resources and providing them with the necessary support and additional knowledge will be better positioned.

Demographic Factors		
Possibilities		
Factor	Impact on the faculty	Necessary actions and initiatives
Higher fertility rate	Increase in the contingent of the young population	New revitalization model in population policy
Favorable migration balance	Slowing down the reduction of the student population and brain drain	Population policy – slowing down emigration
Slowing down of population aging	Increase in the share of the young population	Revitalization models for increasing birth rate
More favorable age structure of the population	More favorable proportion of the young contingent	Systemic measures of population policy
Population substitution	More favorable distribution of the population	More balanced regional economic development
Revitalization model of the resident population	Better results in a shorter period of time	Direct financial benefits for each born child
Threats		
Factor	Impact on the faculty	Necessary actions and initiatives
Low fertility rate	Smanjenje školske i studentske populacije	Sistemske mjere populacione politike
Low birth rate	Smanjeno rađanje u ukupnoj populaciji	Pronatalitetna politika
High mortality rate	Depopulacija – smanjivanje ukupnog broja stanovnika	Brži ekonomski razvoj i primjena mjera populacione politike
Negative migration balance	Iseljavanje stanovništva, posebno mlade populacije	Ekonomski razvoj i populaciona politika
Aging of the population	Smanjivanje kontigenta mlade populacije, nepovoljna starosna struktura	Demografska revitalizacija stanovništva
Redistribution of the population	Migracije na relaciji selo-grad	Ravnomjerniji ekonomski razvoj i povoljniji razmještaj stanovništva
Decline of the rural population	Izumiranje seoskih naselja	Revitalizacija ruralnog razvoja
Weak demographic resources	Nedovoljan broj ljudskih potencijala za razvoj	Razvoj ljudskih resursa

Technological Factors

After a long period of devastation of social values in this region, there are few institutions that have the obligation to the community to serve as the vanguard of future social prosperity, based on their pre-assigned mission. The Faculty of Medicine Foča is one of those institutions.

It is evident that this task is extremely challenging, considering that it is originally imposed on an academic and research institution, which does not have all the necessary resources at its disposal to accomplish such a task of broader societal interest.

Precisely due to the limitation of these resources, there are significant threats, but also opportunities for the Faculty to make a substantial leap forward in the future by applying modern technologies, both in daily operational work and in fundamental and applied research.

Technological Factors		
Possibilities		
Factor	Impact on the faculty	Necessary actions and initiatives
Application of advanced software tools in teaching and research	Graduates ready for practical application of knowledge	Continuation of the acquisition of specific licensed software and IT equipment“
Application of advanced devices in teaching and research	Graduates ready for practical application of advanced knowledge	Continuation of the trend in acquiring modern research and teaching equipment
Transfer of acquired advanced knowledge to the community	The Faculty of Medicine as a decisive factor in the local community	Involvement of University staff in social activities (economic, cultural, political, etc.)
Community-oriented programs	The Faculty recognized by all generations in need of new knowledge and skills	Development of short study programs and lifelong learning programs
Constant investment in staff while reducing administrative barriers for engagement in technological centers, project activities, and staff involvement at the expert level	The Faculty recognized for its significant number of domestic experts	Encouraging employees and students to engage in all types of projects and continuous learning through work
Research and development centers with investment in applicable technologies	Faculty Research Center	Further development of the Center following a detailed analysis of feasibility and justification
Faculty intranet	Availability of relevant information	Further development of the Faculty intranet, including management of documentation and databases

Technological Factors		
Threats		
Factor	Impact on the faculty	Necessary actions and initiatives
Unprotected communication channels and intellectual property	Availability of personal and other data and content without limits	Established rules for time availability, publication of information, papers, and types of communication channels
Lack of and outdated research and teaching equipment	Significant maintenance costs and unreliability of results	Renewal of existing equipment and acquisition of new equipment
Insufficient transfer of knowledge to the community	Insufficient impact of the Faculty on current social trends	Encouragement of staff to collaborate with the community (industry, etc.)
Absence of certain types of intranet	Significant limitations for daily activities	Further development of the intranet

SWOT Analysis

In conducting the Faculty SWOT analysis, elements that the Faculty of Medicine is currently facing have been considered. This approach aligns with leveraging strengths to address identified weaknesses and using opportunities to counteract threats that can be influenced.

All the elements outlined in the SWOT analysis form the basis for defining strategic and operational goals, key factors, success indicators, and action plans.

SWOT Analysis of the Faculty of Medicine

	Positive	Negative
Internal Environment	<p>Strengths</p> <ul style="list-style-type: none"> - Excellent infrastructure - Well-educated and young permanent teaching staff - Well-selected and high-quality teaching staff from the region - Constant growth in the number of students - Increase in references and citations of our faculty members - Internal organization and structure—well-organized administration and the ability for quick transformation of the faculty - Well-selected study programs for the first and second cycles, especially programs in English for Medicine and Dentistry - Defined final learning outcomes based on international standards, competency matrices, and knowledge and skills catalogs - Opening of third-cycle (doctoral) studies - Presence of a center for biomedical research with modern research equipment - Presence of a well-equipped Specialized Dentistry Center - Center for Special Education and Rehabilitation - Active student organization - Participation in international cooperation programs—numerous international projects and increasing mobility of students and faculty - Well-equipped University Hospital and network of partner hospitals in Eastern RS - Quality assurance system—accreditation of medicine and dentistry study programs - Openness of the Faculty to collaboration—strong network of partner institutions and a large number of international projects - Existence of stimulating employee rewards - Significant growth in the Faculty own revenue - High employability of medicine graduates from our Faculty within the country, region, and Europe - Strong support from the Government of the Republic of Srpska, relevant 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Overburdening of teaching staff with classes - Insufficient free time allocated for research - Poor access to research funding - Low citation rates of our faculty members - Lack of integration of the information system databases (student services, library) - Overburdening of faculty and clinical staff with clinical work at the University Hospital - Insufficient publishing activity - Absence of an intranet or Document Management System - Inadequate vertical and horizontal integration of the curriculum - Misalignment of student assessment methods and teaching methods with learning outcomes

	<p>Ministries—particularly Health Ministry and Higher Education, local community, and the University for further development of the Faculty</p>	
<p>External Environment</p>	<p>Opportunities</p> <ul style="list-style-type: none"> - The role of the Faculty in the development of the local community and the Republic of Srpska as a whole, and its positive impact on the demographic structure - Absence of direct political influence on the functioning of the Faculty - Orientation towards collaboration with faculties and healthcare institutions within the country, the region, and beyond - Construction of a new student dormitory in Foča - Placement of students during summer internships in hospitals worldwide, where our students come from - International cooperation—further development of programs oriented towards the needs of society and the economy, especially in English - Further development of research potential - Transfer of advanced knowledge to the community - International accreditation according to WFME standards - Efforts to achieve better placement in various ranking systems - Greater role of the Faculty in health promotion activities and health education - Branding of the Faculty - Bringing the <i>journal Biomedicinska istraživanja</i>, which is in the first category of journals in the Republic of Srpska, onto "Medline and Scopus" - Increased use of the existing alumni organization—greater connection with former students - New simulation center at the Faculty of Medicine 	<p>Threats</p> <ul style="list-style-type: none"> - Unstable political and economic environment - High housing costs in Foča - Frequent changes in higher education legislation - Inadequate labor legislation - Low birth rate - Weak demographic resources - Insufficient accommodation capacity in Foča - Insufficient knowledge transfer to the community - Unprotected intellectual property - Inability of the local community to keep up with the Faculty's development - Slow hiring of new teaching staff due to slow procedures and regulations governed by the Law on Higher Education, as well as limited budget funds - Lack of precise information on the employment rates of graduates

Our Strategic Themes and Goals

Strategic Theme 1: Modernization of Educational Activities

Operational Goal 1.1.			
Establishing high-quality education that is student-centered and focused on achieving learning outcomes.			
Measure/Indicator	Goal	Initiatives	Risk
Average number of learning outcomes at the course level and at the program level. *Qualitative Description: Description of the competency matrix at the program level.	Alignment of competencies with individual learning outcomes of the course.	Corrections of syllabi and updating the competency matrix.	Misalignment between planned competencies and achieved competencies.

Operational Goal 1.2.			
Introduction of new teaching methods that are student-centered and new student assessment methods.			
Measure/Indicator	Goal	Initiatives	Risk
Number of teaching methods. Number of student assessment methods. *Description of teaching methods and student assessment methods.	Faster and more efficient acquisition of competencies in individual courses.	Training academic staff for the introduction of new teaching and assessment methods.	Inadequate teaching methods and assessment methods.

Operational Goal 1.3.			
Improving digital and pedagogical competencies of teachers and utilizing innovative digital technologies, artificial intelligence, and innovative pedagogical approaches.			
Measure/Indicator	Goal	Initiatives	Risk
Number of courses that use digital learning methods.	50% coverage of courses with digital learning methods.	Practical training for academic staff on the use of digital learning methods.	Insufficient use of innovative digital technologies, artificial intelligence, and innovative pedagogical approaches, along with a lack of interest.

Operational Goal 1.4.			
Modernization of existing study programs and introduction of new ones in accordance with national and international educational standards.			
Measure/Indicator	Goal	Initiatives	Risk
Number of study program revisions in the last 5 years.	Revision of all study programs within a period of 4-6 years, depending on their duration and the needs of the community.	Syllabus adjustments, learning outcomes, and knowledge and skills catalogs.	Misalignment of the curriculum with social needs.

Operational Goal 1.5.			
Raising the requirements for advancement in academic and scientific titles.			
Measure/Indicator	Goal	Initiatives	Risk
Number of requirements for advancement in academic and scientific ranks. * Describe whether there has been an increase in the quality of requirements for advancement to higher titles in the last 5 years.	Increase in research productivity through the growth of research papers published in prominent journals and research projects.	Scientific research and financial support for academic staff.	Reduced financial resources and decreased research productivity based on achieved results.

Operational Goal 1.6.			
Developing short study programs and lifelong learning programs.			
Measure/Indicator	Goal	Initiatives	Risk
Number of short study programs. Number of lifelong learning programs.	Increase the number of active programs by 30%.	Training for academic staff on writing proposals for the establishment of short programs and lifelong learning programs, and identifying areas of interest in collaboration with the community.	Lack of interest from healthcare and other institutions in initiating additional education programs.

Operational Goal 1.7.			
Support for student excellence, student activities, student union work, and student life and standards.			
Measure/Indicator	Goal	Initiatives	Risk
Number of events organized by students. Number of student activities.	Increase in events and activities by 20%.	Inclusion of more students in various extracurricular activities and their promotion.	Lack of student interest in extracurricular activities.

Operational Goal 1.8.			
Ensuring high employability of students based on learning outcomes.			
Measure/Indicator	Goal	Initiatives	Risk
Number of unemployed graduates.	Reduce the number of unemployed graduates to a minimum based on data from the Employment Agency.	Active work of the career development center with students and increased activities of the alumni system.	Increase in unemployment. Insufficient support from alumni to the home faculty.

Operational Goal 1.9.			
Improvement of publishing activities (monographs, textbooks, publication issuance, sales, etc.).			
Measure/Indicator	Goal	Initiatives	Risk
Number of published works.	Increase by 15%.	Encouragement of academic staff for publishing activities.	Insufficient amount of educational literature.

Strategic Theme 2: Enhancement of Scientific Research

Operational Goal 2.1.			
Strengthening scientific excellence through the work of centers and laboratories.			
Measure/Indicator	Goal	Initiatives	Risk
Number of centers. Number of laboratories.	Increase scientific productivity by 15% through the use of resources in centers and laboratories.	Modernization of equipment and methodologies in centers and laboratories, along with strengthening the staff.	Stagnation of scientific productivity and insufficient staff numbers.

Operational Goal 2.2.			
Increase of the participation of the faculty in research projects and clinical studies, particularly in collaboration with industry and practice.			
Measure/Indicator	Goal	Initiatives	Risk
Number of research projects. Number of clinical studies.	Increase in the number of projects and clinical studies by 15%.	Training of academic and administrative staff.	Reduced faculty participation in projects and clinical studies. Insufficient use of research funds.

Operational Goal 2.3.			
Enhancement of national and international research recognition.			
Measure/Indicator	Goal	Initiatives	Risk
University position in ranking lists.	Maintain the current position while advancing on lists where the university is	Existence of an action plan to maintain position and advance in rankings.	Drop in ranking.

	lower ranked.		
Operational Goal 2.4.			
Stimulation of excellence and scientific productivity of teaching staff and researchers through a research fund (encouraging publication of papers, attending conferences, etc.).			
Measure/Indicator	Goal	Initiatives	Risk
Average annual funding for researchers.	Increase financial support by 15%.	Submitting requests to the dean's team for support in scientific productivity.	Lack of funds for stimulation.

Operational Goal 2.5.			
Strengthening human resources for research (hiring young researchers).			
Measure/Indicator	Goal	Initiatives	Risk
Number of employed young researchers.	Increase in employment by 10%.	Identification of excellent students during their studies. Adherence to academic staff selection rules.	Poor selection of candidates.

Operational Goal 2.6.			
Increasing student participation in research projects.			
Measure/Indicator	Goal	Initiatives	Risk
Number of students involved in research projects.	Increase by 15%.	Motivation and education of students to participate in scientific research projects.	Lack of student interest due to academic obligations and study. Inability of the faculty to provide financial support.

Operational Goal 2.7.			
Increasing the visibility and recognition of the journal <i>Biomedicinska Istraživanja</i> published by the faculty.			
Measure/Indicator	Goal	Initiatives	Risk
Number of original research articles published in the journal. Journal ranking.	Membership in reference databases (Scopus, Pubmed).	Promotion of the journal in the region and beyond. Attracting authors.	Insufficient number of articles for publication. Decline in journal ranking.

Strategic Theme 3: Achieving Impact on the Community

Operational Goal 3.1.			
Promotion of local community development and retention of young people in the area covered by the Faculty of Medicine in Foča through increased employability and improved living conditions.			
Measure/Indicator	Goal	Initiatives	Risk
Number of primary and secondary school students in the city compared to the number of university students. Total number of teaching staff, administrative staff, and students compared to the population of Foča.	Increase in the academic and broader community by 10%.	Promotion of the faculty and local community at conferences and through media.	Lack of interest and support from the local community towards the faculty. Failure to recognize the importance of the faculty.
Operational Goal 3.2.			
Development of partnerships with industry and practice to encourage the application of medical and health innovations in practice.			
Measure/Indicator	Goal	Initiatives	Risk
Number of projects with industry and practice.	Increase academic and wider community involvement by 10%.	Presentation of original research capacities and studies to industry and practice to foster stronger collaboration.	Decreased interest from industry and practice in collaborating with the faculty.
Operational Goal 3.3.			
improvement of health and research services provided to the community.			
Measure/Indicator	Goal	Initiatives	Risk
Amount of revenue from providing services as a percentage of the faculty total budget.	Increase by 10%.	Acquire new equipment and materials. Provide staff training. Promote services through media to raise awareness in the community.	Decrease in the volume of services provided to the community.

Operational Goal 3.4.			
Further development of cooperation with the University Hospital and the network of partner hospitals and healthcare institutions in the country and the region.			
Measure/Indicator	Goal	Initiatives	Risk
Number of signed agreements with healthcare institutions.	Maintain collaboration with existing institutions and increase collaboration by 10% over a five-year period..	Strengthening collaboration through the organization of joint projects, conferences, educational processes, research, clinical, and preclinical work.	Insufficient collaboration with the network of partner hospitals, hindering professional practice and the education of residents and students.

Operational Goal 3.5.			
Organization of events to inform the public about the latest medical and healthcare achievements and practices.			
Measure/Indicator	Goal	Initiatives	Risk
Number of conferences, symposiums, and congresses held at the faculty.	Increase in the number of participants by 10%, along with the quality and recognition of the events.	Existence of an action plan to enhance the quality of events.	Lack of public and researcher interest in attending the events.

Operational Goal 3.6.			
Involvement in volunteer activities and conducting humanitarian actions.			
Measure/Indicator	Goal	Initiatives	Risk
Number of volunteer activities and humanitarian actions held.	Increase the number of participating students and teaching staff by 15%.	Promotion of these activities and actions within the community.	Lack of interest from internal participants in organizing and participating.

Operational Goal 3.7.			
Using communication channels (media, social networks, websites) for disseminating achievements of teachers, researchers, and students.			
Measure/Indicator	Goal	Initiatives	Risk
Number of different communication channels used for publishing faculty news.	Increase the number of followers by 20% annually.	Publishing news by staff and students for dissemination.	Insufficient interest in publishing news.

Strategic Theme 4: Development of Infrastructure, Personnel, and Internal Quality Assurance System

Operational Goal 4.1.			
Modernization and expansion of infrastructure to ensure improved conditions for education, research, and practice.			
Measure/Indicator	Goal	Initiatives	Risk
Total number of usable square meters of space at the faculty.	Expand the capacity of usable square meters by 30%.	Construction of a business building in the medium term.	Lack of financial resources and difficulties in finding legal incentives.

Operational Goal 4.2.			
Improvement of the Student Polyclinic Operations.			
Measure/Indicator	Goal	Initiatives	Risk
Number of students covered by the services of the Student Polyclinic.	100% coverage.	Establishing a structure, engaging a medical team, ensuring adequate equipment and space, providing primary healthcare services.	Legal limitations, inability to cover all healthcare services.

Operational Goal 4.3.			
Digitalization of business processes and student services.			
Measure/Indicator	Goal	Initiatives	Risk
Number of digitized work processes.	100% coverage of work processes through digitalization.	Achieving full coverage of work processes (teaching, research, logistics) with electronic methods.	Inability to introduce digitalization in certain work processes.

Operational Goal 4.4.			
Ensuring sustainable funding sources and increasing faculty financial resources with emphasis on increasing own revenue in the total budget			
Measure/Indicator	Goal	Initiatives	Risk
Share of own revenue in the faculty budget.	8% of the budget, 32% own revenue. The goal is to reach 42% own revenue in the medium term.	Increasing the number of healthcare services and introducing laboratory services to the community. Increasing the number of international students.	Decrease in the number of healthcare services. Decline in the number of international students.

Operational Goal 4.5.			
Enhancing competencies and potential of employees in professional services.			
Measure/Indicator	Goal	Initiatives	Risk
Number of administrative and technical staff as a percentage of total faculty staff.	Increase trained staff by 10% annually.	Increase the number of employees with higher education degrees in administrative and technical services. Increase the number of training programs focused on professional development in relevant fields. Secure financial support from the faculty for the professional development of employees in professional services.	Lack of interest in improving competencies.

Operational Goal 4.6.			
Continuous education for teaching staff			
Measure/Indicator	Goal	Initiatives	Risk
Number of published research papers by permanently employed teaching staff.	Increase the number of published papers annually by 10%.	Subvention for teaching staff to publish papers in international journals with high impact factors.	Reluctance of teaching staff towards self-improvement.

Operational Goal 4.7.			
Functionality and continuous implementation of adopted quality assurance documents at the university and faculty levels			
Measure/Indicator	Goal	Initiatives	Risk
Existence of quality assurance documents.	Functional application of all quality assurance documents.	Continuous assurance of participation of all internal stakeholders of the faculty in quality assurance processes.	Lack of ongoing analysis during council meetings.

Operational Goal 4.8.			
Formation of the quality assurance committee.			
Measure/Indicator	Goal	Initiatives	Risk
Number of members in the Committee.	Inclusion of all internal stakeholders: students, teaching, and administrative staff, with a minimum of 12 members.	Adoption of the decision by the Faculty Council. Appointment of committee members. Adoption of the Rules of Procedure.	Reluctance of internal stakeholders to actively participate in committee meetings.

Operational Goal 4.9.			
Define vulnerable student groups and forms of inclusion during studies			
Measure/Indicator	Goal	Initiatives	Risk
Existence of vulnerable student groups: (YES/NO)	Identification of all forms of students with special needs and disabilities.	Introduction of mandatory identification of students during enrollment regarding potential forms of special needs or disabilities.	Provision of false information by students during enrollment.

Strategic Theme 5: Internationalization

Operational Goal 5.1.			
Encouraging and coordinating incoming and outgoing mobility of students, teachers, and professional staff through exchange programs in teaching			
Measure/Indicator	Goal	Initiatives	Risk
Number of incoming mobilities of staff and students. Number of outgoing mobilities of staff and students.	Increase student mobility by 30%. Increase staff mobility by 15%.	Finding suitable partners for cooperation.	Reluctance of higher education institutions from Europe and around the world to cooperate on mobility issues.

Operational Goal 5.2.			
Collaboration with the international community and experts in the field of medicine and public health.			
Measure/Indicator	Goal	Initiatives	Risk
Number of signed international agreements by the faculty.	Increase collaboration through agreements by 20%.	Establishing cooperation with recognized experts and international organizations in the fields of medicine and public health.	Reluctance of experts and international organizations in the fields of medicine and public health to collaborate.

Operational Goal 5.3.			
Enhancing the reputation and attractiveness of studies at the national and international levels			
Measure/Indicator	Goal	Initiatives	Risk
University position on various global ranking lists.	Presence of the University on at least 4 different ranking lists.	Subvention of academic staff for publishing papers in prestigious international journals. Applying for international project funds.	Reduced publication of papers in international journals with high impact factors. Reduced number of applications for international projects.

Operational Goal 5.4.			
Applying for international development and research projects			
Measure/Indicator	Goal	Initiatives	Risk
Number of international and national projects.	Increase projects by 15%.	Encourage faculty academic staff to write proposals for national and international funds. Educate teaching staff on project writing.	Lack of ideas, motivation, and interest to persist in writing projects.

Operational Goal 5.5.			
Membership in various international networks and associations			
Measure/Indicator	Goal	Initiatives	Risk
Number of memberships in international associations and networks.	Maintain the current number of memberships.	Align the faculty activities with the strategic priorities of the networks and associations of which it is a member..	Actions contrary to the rules of the networks and associations to which the faculty belongs.

Operational Goal 5.6.			
Concluding active collaboration agreements with other higher education, research, and health institutions			
Measure/Indicator	Goal	Initiatives	Risk
Number of collaboration agreements at the national and international levels.	Increase collaboration through agreements by 20%.	Establishing collaboration with other higher education, research, and health institutions.	Reluctance of other higher education, research, and health institutions to engage in collaboration.

Operational Goal 5.7.			
Strengthening Collaboration with the World Health Organization and the World Federation for Medical Education			
Measure/Indicator	Goal	Initiatives	Risk
Possession of international accreditation (YES/NO).	Obtain global accreditation within the next 3 years.	Raise awareness among the academic community of the Medical Faculty about the need and importance of globally recognized accreditation. Contact the relevant accreditation body, sign the agreement, and ensure the documentation required for accreditation. Ensure financial capacity.	Inadequate completion of specific elements of the self-evaluation report for that type of accreditation.