# Strategy of Internationalization at home 2023-2028

## Introduction

The Internationalization Strategy of the Faculty of Medicine is an important document whose main goal is to define the direction in which the faculty should move when it comes to its international recognition, increasing incoming and outgoing mobility, as well as greater involvement in the European research area. Our faculty tries to expand the definition of internationalization, which is not oriented only to mobility programs, but to professional learning and recognition of qualifications, institutional strengthening, internationalization of the curriculum, engagement of students and staff, inclusion of all support sectors of the faculty and emphasis on the dissemination of international experiences. The Faculty of Medicine calls this approach to internationalization strategy the concept of in-house internationalization strategy. The importance of the infrastructure that supports internationalization is also increasingly important.

The Internationalization Strategy of the Faculty of Medicine is in accordance with the Internationalization Strategy of the University of East Sarajevo and was created according to the model of modern internationalization strategies of other faculties and universities in the region and beyond, and is also in accordance with the Development Strategy of the Faculty of Medicine and the University Development Strategy.

Internationalization is defined as one of the key parameters of university development and one of the goals in the Development Strategy of the Faculty of Medicine. After various internal and external evaluations that the University of East Sarajevo went through during the accreditation process in 2019, one of the university's weakest points was international cooperation. The main shortcomings were: insufficient number of study programs in foreign languages, insufficient visibility and attractiveness of our University, insufficient mobility, poorly developed mobility support services at the university and faculties/academies, unevenness in internationalization at different faculties/academies, inadequate mobility monitoring mechanisms, lack of knowledge of foreign languages among teaching staff, lack of recommendations and administrative framework that regulates the organization and implementation of internationalization activities (administrative manuals, information packages and brochures, prepared documents for foreign exchange students, etc.).

The dean's team of the Faculty of Medicine together with the sector for international cooperation within the BIOSINT project (Erasmus project: Strengthening capacities and digital competences in biomedical education through in-house internationalization) carried out an internal analysis of internationalization. The analysis was done by surveying internal users, students, teachers, administration, the dean's team and the international cooperation sector regarding the basic issues related to internationalization in the house. Conducting the survey made it possible to create a SWOT analysis of this strategy. Great support for the creation of this strategy was made possible by the proposal of basic elements that was developed within the above-mentioned BIOSINT project.

Such a strategy will enable the Faculty of Medicine to become more competitive on the market and to be more internationally recognizable. In order for it to be acceptable and usable, it is necessary to develop a whole set of procedures and tools, such as a website in English, a description of programs and studies, a description of research opportunities, accommodation opportunities, recognition of qualifications acquired outside BiH and certification, etc.

Various international cooperation and exchange programs could attract students to enrol at the Faculty of Medicine and influence the reduction of student withdrawals from our faculty. The special mission of our faculty is to preserve young people in the areas covered by our University, and therefore a good internationalization strategy is vital.

The Faculty of Medicine is committed to openness, cooperation and the desire for better cooperation with other higher education institutions. As a public institution, the Faculty of Medicine has an obligation to the entity/state to ensure the quality of higher education and science, and this cannot be achieved without a well-developed internationalization program in every sense.

Through internationalization, the Faculty of Medicine plans to create a nucleus of well-educated experts from various fields who have been educated either at other institutions or with the help of foreign experts at the home institution, who will improve the quality of the faculty's work in every sense.

In addition to the set strategic topics, the key things in the development of internationalization must be the personnel strengthening of the sector for international cooperation, connecting with well-known faculties of foreign faculties with the possibility of creating a joint program, increasing the international exchange of students and teachers, enabling student exchange programs, encouraging the use of European and other funds for projects mobility, research, etc.

The strategy of internationalization in the Faculty of Medicine with its strategic goals is a guide for the development of internationalization and contains a clear description of the responsibilities of all actors in its implementation with precise deadlines for its realization.

The Faculty of Medicine wants to develop international cooperation by creating quality international programs, integrating innovations and the latest scientific achievements into the curricula, and establishing cooperation with institutions that foster similar culture and work goals.

Dean of the Faculty of Medicine
Prof. Dr. Dejan Bokonjić



BIOSINT

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# 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.

## SWOT analysis

SWOT analysis represents a decision-making mechanism in different circumstances of the respective institution. Its term is composed of the abbreviation of 4 English words:
- Strengths
- Weaknesses
- Opportunities
- Threats.

The SWOT analysis highlights the positive and negative factors of the institution with appropriate analyzes of the internal and external environment that enable the development of a strategy based on basic information in the organization and the environment in which it operates.

This SWOT analysis was the result of questionnaires conducted at the Faculty of Medicine among students, staff and the dean's team. The sample included 327 full-time students from all years of study and 54 teachers and associates. The survey was conducted in the academic year 2023/24.

After a careful analysis of the obtained results and a PEST analysis, which is available in the Development Strategy of the Faculty of Medicine 2023-2028, an appropriate SWOT analysis was made, shown in the following table.

Table 1. SWOT analysis of internationalization of the Faculty of Medicine

| | Positive | Negative |
|---|---|---|
| **Internal environment** | **Strengths**<br><br>- Recognized importance of internationalization<br>- Growing number of international cooperation projects and programs<br>- Promotion of social integration of domestic and foreign students<br>- The existence of a tutoring system for foreign students<br>- Financial counseling services for international students<br>- Accommodation services for international students<br>- Helping students in crisis<br>- Existence of contact persons for international students<br>- The existence of a Serbian language course for domestic students<br>- International learning outcomes for students<br>- Existence of quality assurance process for international study programs | **Weaknesses**<br><br>- Absence of virtual joint classes<br>- Absence of online cultural training for incoming international students<br>- Absence of a welcome center for foreign staff and students<br>- Unclear motivation (the idea of mobility is without a clear purpose)<br>- Misunderstanding and insufficient information of students about recognition procedures<br>- Language barriers for the mobility program |
| | **Positive** | **Negative** |
| **External environment** | **Possibilities**<br><br>- Integration of foreign students with domestic students in the classroom<br>- Incorporation of international content into the curricula<br>- Increasing the number of study programs taught in English<br>- Teaching domestic students subjects with intensive English language content<br>- Networking of students with colleagues from abroad<br>- Curriculum internationalization<br>- Using good practice from foreign institutions | **Threats**<br><br>- Lack of accommodation capacity in the city<br>- Increased tuition fees<br>- Lack of quality teaching staff<br>- Loss of a study year/semester in the home institution due to inadequate choice of subjects in mobility<br>- Resistance to the process of internationalization at different levels |

**STRATEGIC THEME 1. PROFESSIONAL LEARNING AND RECOGNITION**

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

**Strategic objective 1.1. – Involve the decision makers for internationalization issues.**
This involves the management of the institution since it concerns changes in the internal organization and rulebooks. With this objective we try to raise the awareness of decision makers about needed changes in structure in order to facilitate the process of internationalization.

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

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

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

**Operational objective 1.1.2. Assigning the responsibilities for the internationalization activities**

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

| Activity | Indicator | Target value | Road-map time |
|---|---|---|---|
| Improve the functions of job posts | -Number of working posts / improved functions for academic/ administrative staff/ students<br>-Extend the functions and obligations of Vice Dean for internationalization at home related affairs"<br>-The officially established rulebook | -One new post or improved function at least, for academic/ administrative staff/ students<br>-Extend the functions and obligations of Vice Dean for international cooperation<br>-The officially established rulebook | 2024 |
| Create a reward system for students involved in internationalisation | -Certificate for internationalisation<br><br>-Bonus for future mobilities | -2 or more certificates for internationalisation<br>-2 or more students rewarded with a bonus for future mobility | 2024 |

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

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

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

| Activity | Indicator | Target value | Road-map time |
|---|---|---|---|
| Involving students in international activities | Number of students involved in international activities. | -5 students involved in internationalization | 2024 |
| Make relevant information about internationalization publicly available and transparent on the website of universities and faculties | Bilingual web page | One webpage/ section on webpage dedicated to internationalization | 2024 |
| Ensure bilingual information for students | Bilingual news relevant to internationalization on web page/social media post and information board | The posts on the web page, media social | 2024 |
| Utilize the insights from international students or students who conducted mobilities and their contact persons to guide others in communication techniques associated with internationalization. | Number of meetings/trainings | 2 annual meetings/ trainings | 2025 |

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

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

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

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

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

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

**Operational objective 2.1.2. Integration of knowledge from international lecturers**

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

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

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

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

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

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

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

| Activity | Indicator | Target value | Road-map time |
|---|---|---|---|
| Integrate academic staff in the int'l activities Integrate administrative staff in the int'l activities Integrate staff and students in organizations/ associations | Number of the academic involved Number of the administrative staff involved Number of staff /students registered | 3 academic staff 1 administrative staff 2 staff/ students registered per year | 2024 2025 2025 |

## STRATEGIC THEME 3. – CURRICULUM AND CO-CURRICULUM

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

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

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

### Operational objective 3.1.1. Internationalize existing curricula

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

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

**Operational objective 3.1.2. Internationalize new curricula.**

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

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

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

## Operational objective 3.1.3. Organize workshops for the staff related to IoC and development of intercultural competences.

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

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

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

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

| Activity | Indicator | Target value | Road-map time |
|---|---|---|---|
| Connecting with and evaluating from the international benchmarking resources (IBR) in higher education area | Number of IBR with established connections and evaluations | One additional IBR | 2025 |

## STRATEGIC THEME 4. ENGAGEMENT AND INFLUENCE

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

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

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

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

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

| Activity | Indicator | Target value | Road-map time |
|---|---|---|---|
| Organize training of teachers, associates and administrative staff for an advanced level of English language skills | The number of employees who have obtained a certificate of advanced level of English language skills | Increase of at least 5% | 2025 |

**Operational objective 4.1.2. Learning track on intercultural competences**

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

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

**STRATEGIC THEME 5. SUPPORT SERVICES**

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

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

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

### Operational objective 5.1.1. Provide the support programs from basic and advanced costs

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

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

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

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

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

**Operational objective 5.1.3. Enhance information environment about internationalization**

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

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

**Operational objective 5.1.4. Creation of the buddy system**

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

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

**<u>Operational objective 5.1.5. Creating a solid support system</u>**

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

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

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

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

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

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

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

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

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

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

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

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

**Operational objective 6.1.3. Increase publicity and visibility to support sustainability**

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