

**BOSNIA AND HERZEGOVINA
FEDERATION OF BOSNIA AND HERZEGOVINA
UNA-SANA CANTON
UNIVERSITY OF BIHAC**

**INTERNATIONALISATION STRATEGY
UNIVERSITY OF BIHAC
2018-2023**

Bihac, October 2018

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Introduction and methodology

In accordance with the recommendations of the Commission for Accreditation of the University of Bihać from 2015, international cooperation was emphasized as one of the priorities of the development of the University, but also as one of the spheres of activity that needs to be given the most attention in the future period. Since 2015, the Office for International Cooperation of the University has taken a number of steps to achieve greater mobility of teachers and students, recognition of the period of mobility, greater participation of faculties in international projects, regulation of the way of spending funds allocated through international projects when it comes to treasury operations and a number of other activities which achieved positive progress in the internationalisation of the University. In order to continue such a positive trend in international cooperation, it is necessary for the University to approach the issue systematically and at all levels.

Support to the University internationalisation was also ensured through the Erasmus+ project "Strengthening Internationalisation in Higher Education Institutions in Bosnia and Herzegovina" funded by the European Commission, and coordinated by the University of Leuven University, Gent, Belgium. Our University has been participating in this project since November 2015, and the main goal of the project is the development of the document "Internationalisation Strategy" and "Rules for Recognition of Foreign Higher Education Qualifications at Higher Education Institutions in Bosnia and Herzegovina". In order to realise the project but also to create conditions for the development of international cooperation at the University according to the recommendations of the Accreditation Commission, the Senate of the University of Bihać appointed the Commission for drafting the document "Strategy of Internationalisation of the University of Bihać" at its 12th session held on 21 March 2017, Ref. 06-1953/17 composed of:

1. Amela Čolić, Associate professor
2. Irfan Hošić, Assistant professor
3. Nedžmija Veladžić, BA Law graduate
4. Alma Bosnić, graduate English teacher
5. Džalila Muharemagić, BA.
6. Adnan Kreso, a representative of the Ministry of Education, Science, Culture and Sports of the USC

The internationalisation strategy of the University of Bihać was developed according to the Instruction for the development of the strategy for internationalisation and indicators, which was developed within the WP2 Activities 2.3. development of internationalisation strategy at partner universities and activities 2.4. Development of internationalisation/indicators measures at partner universities.

As a legal framework for drafting the document, the Law on Higher Education of the Una-Sana Canton and the Law on the University of Bihać and the Framework Law on Higher Education of B&H were taken first. Additionally, the Development Strategy of Bosnia and Herzegovina for the period 2010-2020 was taken into account during the development.

(<http://mft.gov.ba/bos/images/stories/medjunarodna%20saradnja/BOS-A-Strategija%20razvoja%20BiH.pdf>) and the Development Strategy of Federation of Bosnia and Herzegovina 2010-2020 ([http://www.ruralexextension.org/doc/Strategija%20razvoja%20FBiH%202010-2020%20Radni%20dokument%20\(2010\).pdf](http://www.ruralexextension.org/doc/Strategija%20razvoja%20FBiH%202010-2020%20Radni%20dokument%20(2010).pdf)), as well as EUROPA 2020 - European strategy for smart, sustainable and inclusive growth (<file:///C:/Users/User%20PC/Downloads/europa-2020.pdf>), then The development strategy of the University of Bihać for the period 2018-2023 (www.unbi.ba), the

recommendations of the Experts Commission for UNBI Accreditation in 2015 (3.2.9, pp. 49-53), and the Lisbon Convention (<http://www.cip.gov.ba/2014-01-21-22-30-12>).

Description of the University and jurisdictions

University of Bihać is a public higher education institution that has been functioning as an integrated university since 2010 with six faculties: Faculty of Biotechnical Sciences, Faculty of Economics, Faculty of Education, Faculty of Law, Technical Faculty and Faculty of Health Studies with the Islamic Pedagogical Faculty as an associate member. Although the tradition of higher education in the Una-Sana Canton area dates back to 1971, when the High Technical School Karlovac operated in Bihac - the Bihac Department, the University of Bihać was founded in 1997 in response to the need for higher education and scientific research working in the Una-Sana Canton area. The university gained its first institutional accreditation in 2015, and the result of accreditation is enrolment in the Register of Accredited Higher Education Institutions in BiH, which is managed by the Agency for Development of Higher Education and Quality Assurance.

The faculties of the University of Bihac, as well as its associate member, offer comprehensive education in undergraduate and graduate studies, and soon on doctoral studies, while cooperation with the local community and businessmen is ensured through the work of the institute at the Technical and Biotechnical Faculty.

The application of the Bologna study model at the University of Bihac started in academic year 2006/07, and the study model applied is 4+1+3, as well as professional study 3+0 at the Faculty of Economics.

The University of Bihac has a fully established and functional quality assurance system. The quality assurance system is regulated by the law, statute and internal acts of the University. It is important to emphasize in the first place the Rulebook on Quality Assurance that defines the bodies of the quality assurance system, responsibilities, obligations and roles of individuals throughout the system. The current quality policy and procedures for internal quality assurance of the University of Bihac represent a modern framework for the operation of the quality assurance system and are fully in accordance with European practice and the B&H regulations governing this field.

The role of students in the management of the University and in the quality assurance system is clearly and institutionally defined. These roles propose the involvement of student representatives of all education cycles. As the University of Bihac has organized study of the first and second cycles and III cycles at the Technical Faculty, representatives of all three study cycles will be present in all bodies. It is important to emphasize that students are involved in the work of the Senate, the Quality Assurance Committee at the University of Bihac, scientific teaching councils of the faculties, committees etc. Students are organized into representative bodies. At the faculty level, these are Student Associations, and at the University level, this is the Union of Students at the University of Bihac.

Significant progress has been made in the last three years when it comes to creating conditions for increasing the mobility of students and staff at the University, student participation and staff in the work of the Office for International Cooperation - in international activities, promotion of international cooperation, and the creation of assumptions for applying projects to international funds. When it comes to creating conditions for increasing the mobility of students and staff at the University of Bihac, cooperation with numerous institutions within the Erasmus+ program has been established, key

activity 1 - Mobility of students and teachers, and additional Contracts with Turkish universities within the Mevlana exchange program have been signed. In addition to the Erasmus+ and Mevlana exchange programs, exchange of students and teachers is also enabled through the CEEPUS III network and the free mover program, as well as the UNET network.

Seminars and international scientific conferences are organised at the University, as is the case with the RIM conference at the Technical Faculty, as well as the conference "Bosnia and Herzegovina and Euro-Atlantic Integration-Current Challenges and Perspectives" at the Law Faculty, then "II Symposium on Sport, Tourism and Health - 2011" at the Faculty of Education, all with international participation, which resulted in more than a hundred of published works. Also, five scientific-expert meetings were held, entitled "5. June - World Environment Day," where university staff also had more exposures. The results of the last evaluation show that certain faculties of the University have stepped up their research activities through the use of international donations and subsidies. The involvement of permanent teaching staff and research associates in projects varies and depends on the study program and discipline. In the year under review, the University has applied to over 200 projects of higher education development and scientific research in all areas. The rate of realisation of research and scientific research projects in comparison with the previous years is in the trend of growth. The University of Bihac as a partner participates in non-international and domestic projects through programs such as the former Tempus, Erasmus+, Erasmus Lifelong Learning, EUREKA, IPA 2011, and numerous projects financed by ministries, funds and embassies in B&H.

With many examples in practice that are completely innovative and unique, such as links with industry, access to European Union projects, special programs for students, etc., the University of Bihac traditionally takes a leading role in our local environment.

The University has developed relationships with all interest groups, and it is a prominent and accessible institution in the Canton. Cooperation with many private companies, enterprises and institutions from the Una-Sana Canton, as well as throughout BiH, is being realised, without whose assistance it would not be possible to conduct certain scientific and research activities. The University of Bihac has also got a good cooperation with a lot of organisations in the field of agriculture and food production, analyses of food and water quality, as well as environmental protection. Good business cooperation examples can be found in co-operation between the economy is the Technical or Biotechnical Faculty through their laboratories and institutes. The University has its cooperation with the economy and contributes to enterprises by introducing and implementing ISO 9001: 2008.

The University of Bihac is generally financed from three different sources of funds:

- USC budgetary funds,
- funds from own activities (own incomes of the University) and
- donor funds and grants.

Description of the University environment, characteristics of the sector and internal situation

The University of Bihac records its beginning from the academic year 1978/79 when the Technical College was established, first with Mechanical, and a year later with the Textile Department within the Karlovac Polytechnic University. In their conception as a Higher Technical School, study programs were oriented towards the education of personnel dedicated to industry and mass production of local and regional factories. The primary task was to educate experts for the needs of the local machine, textile, printing and food industry, which in the economic and intellectual sense meant strengthening of the middle class. It was a time of general social, economic and cultural élan in Bihać, Bosnia and Herzegovina and SFR Yugoslavia. Industrial development was intended for domestic market, but it was competitive in a demanding global market also and thus export-oriented. In such a social and economic environment, the study programs of the Higher Technical School (first within the University of Banja Luka and later the University of Bihac) guaranteed existence, and their justification in material and social terms had its coverage.

During the 1992-1995 aggression against Bosnia and Herzegovina, local industrial plants and companies put their capacities at the disposal of the defence of the Bihac district, and they were carrying out production for the most basic needs of the surrounding region. Professional staff of The High Technical schools, then attached to the University of Sarajevo, offer their knowledge and skills to the development of inventive solutions in the field of dedicated production (ammunition, military equipment, medical supplies, etc.).

With the abandonment of socialist and self-governing economic models from the second half of the 20th century and the end of the 1990s war, the University of Bihac faced a challenge to respond to the newly emerging political and economic situation characterised by the transition from one system to another. After the war and due to the Dayton regionalisation of Bosnia and Herzegovina, there was a significant strengthening and development of the study capacities at the University of Bihac, while at the same time there was a weakening or total collapse of the industry. The University of Bihac faces a constant and dynamic transformation with the tendency of adjusting with difficult and crisis-marked social conditions in the area. The industry that caused the origin and development of the study programs at the University of Bihac 40 years ago was had a collapse and the University faced the key challenges of its survival. Questions arose: *how can the University of Bihac be a bearer of social and economic changes, and how can the University of Bihac offer answers and solutions to a continuous crisis in the field of economy, education, and culture?*

Today, the University of Bihać, through its study programs distributed to 7 faculties and through turbulent processes of time, opposes new demands of the environment in which it operates. The failure of the transition from socialism to capitalism, the continuing political crisis in the country and the region, the demographic imbalance and exodus of intellectuals, the collapse of industry and the post-industrial environment are only some of the characteristics in which the University of Bihac is seeking its place on the map of higher education institutions in the country and out of it. The University of Bihac recognises the current opportunities of the environment in which it operates and offers creative responses and inventive solutions to the exit from the crisis. By seeking for partners in local government, economy, cultural institutions and other segments of the society, the University of Bihac wants to foster an institution that has the potential of urban regeneration and social reinvention.

Statement of mission and vision of the University

The adopted document “Development Strategy of the University of Bihac for the period 2018-2023“ contains a defined mission and vision, strategic goals and plans for their realisation.

The mission of the University of Bihac was defined:

“The mission of the University of Bihac continuously transmits and develops an internationally recognisable quality of scientific, artistic and professional research and higher education at three levels of the Bologna cycle, scientific research work and lifelong education, in order to remain the leading highly educated institution with the aim to transfer and apply the knowledge of different groups of science in the Una-Sana Canton and beyond.“

The vision of the University of Bihac was defined:

“Research, learning, creative and critical work are of central importance to the University of Bihac. The vision of the University of Bihac is to carry out referential scientific, artistic and professional research within the integral European Higher Education and Research Area, and on the basis of them and international cognitive achievements, provides to the students of all three study cycles top-level education and develop fundamental scientific research from groups of natural, technical, health, biotechnical and social sciences as well as humanities, and it became the main generator of Una-Sana Canton development in all areas of life and work, economy, education, health, culture, sports.“

List and description of strategic objectives

1 STRENGTHENING THE AWARENESS OF THE IMPORTANCE OF INTERNALIZATION AND ITS INTERNAL PROMOTION

In the context of the internationalisation of UNBI ON annual BASIS, it is necessary to re-examine strategic expectations and real circumstances. The Vice-Rector for International Cooperation, together with the Office for scientific - research work and International Cooperation and the team of teaching and non-teaching staff, as well as students, should draft, update and propose to the UNBI Senate short-term strategy of internationalisation of the University of Bihac with a focus on individual projects and activities such as strategic establishment of cooperation with a certain academic institution abroad. The internationalisation of the University of Bihac, among other things, must be of experimental character. In addition to conventional international binding methods, all employees of the University of Bihac are encouraged to test new and untested ways of networking that involve cooperation with one or more academic institutions from Bosnia and Herzegovina and out of the country.

It is necessary to encourage the employees of the University of Bihac (Vice-rector for Scientific research and international cooperation, the Office for Scientific research and International Cooperation, teachers, assistants, students) to participate in special projects that improve the aspects of internationalisation at the University of Bihac. It would be realised through a series of workshops organised by the Office for Scientific research and International Cooperation, which should be regularly

and continuously maintained with employees and students of the University of Bihać. international projects are to be in the focus of regular and extraordinary teaching activities. The international projects are to be evaluated as important generators that dynamise regular teaching activities and promote the University of Bihać in public and academic life in Bosnia and Herzegovina and abroad. International projects are to be visible at all levels and they are to promote the University of Bihać (web sites, social networks, blogs, media, etc.). Coordination and implementation of continuous education for teachers to teachers and students to students after successfully implemented international projects, as well as participation in exchange/volunteering programs or conferences. Through practical and concrete examples, it is necessary to work on popularisation and affirmation of internationalisation at the University of Bihać.

Through amendments to the Statute of the University of Bihać, it is possible to place internationalisation as one of the main strategic goals for the next five years towards the development of the University. Participation in international projects as a condition for the advancement of domestic teaching staff and making the practice of internationalisation are the key and essential goals of the University development.

2 STRENGTHENING THE INSTITUTIONAL CAPACITY OF INTERNACIONALISATION AT THE UNIVERSITY IN BIHAC

In order to strengthen the institutional capacity for internationalisation of the University, it is necessary to start from the human resources that are currently the strongest framework for internationalisation of our higher education institution, bearing in mind the aggravating financial circumstances we are facing. Although the Office for Scientific Research and International Cooperation currently has three staff members since May of 2018, the scope of the work being carried out and the fact that it represents international activities at all seven faculties, there is a need to establish project teams and international co-operation at the faculties level, and in co-operation with the Office strengthen the international dimension of the entire University. Some assumptions have already been made in the past two years for the realisation of this activity, and it is necessary to intensify the activity in terms of submitting an initiative to the teaching councils of organisational units for the establishment of participating teams and students. After that, it is necessary to launch an initiative for the establishment of the Project Service and International Cooperation with the aim of recruitment of additional professional staff, which also requires the amendments to the Rulebook on organization and job classification. It would then be possible to apply and coordinate within the Service with major scientific research, development EU projects, as well as mobility projects, because the Service would include professional staff of the legal and economic profession, and all the tasks related to these issues would be realised within this Service. It is also necessary to make amendments to the existing formal legal acts regulating the issue of internationalisation, academic exchange and professional development (the Statute, the Rulebook on Vocational Development, the Rules on Mobility, the Rules on Procedures for Supporting International Activities of the University of Bihać from 2011, etc.).

In addition to the foregoing, capacity building also involves resolving the issue of accommodation with domestic and foreign students, as well as teachers, and it is necessary to prepare in the coming period a proposal for finding accommodation capacities for visiting students and teachers. It should be done in cooperation with the private sector that offers accommodation capacities or by constructing of a completely new accommodation unit in the arrangement by the founder in terms of co-financing the part of the accommodation. Training of teaching and administrative staff in English must be a priority

and courses must be organised within the Department of English Language and Literature, and may include in addition to the teaching staff, the students of the final year from the Department of English Language and Literature.

3 PROMOTION OF UNIVERSITY AND UNIVERSITY VISIBILITY INCREASING

The promotion of the University of Bihac should be of continuous character and the task of each of its employees who must develop awareness of the importance of this activity for ranking our higher education institution in the national and world ranking of the universities. There is a noticeable shift in the past two years; however, it is necessary to increase its intensity by using the simplest tools, such as assigning unbi.ba web address to all employees, but also necessarily using it for business purposes, adapting the website: collecting biographies of its teaching staff, which would be translated into English and put on the website in English which must be created as a sub-site of the official website of the University www.unbi.ba, which will be fully adapted for the needs of foreign teachers and students or general foreign visitors. The University of Bihac is focused on cooperation with universities/institutes in the region, Europe and the whole world and it is confirmed through over sixty signed cooperation agreements only at the university level and the same number of agreements at the level of 7 faculties. However, it is necessary to review all existing contracts and to start/increase the level of cooperation with partner institutions with which the cooperation is of lower intensity through the establishment of joint study programs, academic exchange, joint projects, etc. It is necessary to conduct the activity with all organisational units at the initiative of the Office for Scientific Research and International Cooperation and the Senate of the University of Bihac.

In addition to these agreements, the University works and cooperates intensively with universities from Europe and the Republic of Turkey within the Erasmus+ ICM programs (international credit mobility). The University has established cooperation with over 30 partner universities, active exchanges are taking place with 14 universities across the EU and the Republic of Turkey, and we plan to triple this number in the next five years. If we add more than 20 agreements within the Mevlana Exchange Program, which increases each academic year with additional 5 new agreements and three networks within which we participate within the CEEPUS exchange programs and the UNET network, we can safely confirm that the internationalisation of the University of Bihac is the most important aspect the development of the University of Bihac, which leads to the fulfilment of its mission and vision. A positive trend is evident from this area, which will surely become the backbone for the sustainable development of the University.

The Vice-Rector for Scientific Research and International Cooperation together with the Office for Scientific Research and International Cooperation and the team of teachers should constantly develop and define strategic directions with thematic focal points and concrete geographical guidelines. Taking into account the state of social, economic and other aspects that imply economic, political, cultural and other details, it is necessary to emphasize and promote the strategy of internationalisation of the University of Bihac. It is necessary to constantly and continuously re-define the frameworks and focal points which should be encouraged, taking into account geographical aspects and areas to which a strategic focus should be placed. The determination of such parameters depends on the complex historical, cultural, regional and political circumstances of Bihac and the University of Bihac. It is recommended to emphasize strategic orientation towards the geographical area of Central and Eastern Europe, as well as countries and regions that have successfully or relatively successfully implemented the transition from socialism to capitalism (Slovenia, Czech Republic, Slovakia, Hungary, Poland, Romania, Bulgaria, Turkey, but also Italy, Austria, Switzerland and Germany).

4 INNOVATION OF EXISTING AND ESTABLISHMENT OF NEW STUDY AND RESEARCH PROGRAMS

Very important thing for the process of internationalisation itself is the design and creation of teaching and research study programs that will dynamise content at the University of Bihac and will serve as an incubator of inventiveness, creativity and propulsion. Such programs should allow attractiveness to domestic and foreign students, as well as younger and older teachers, and serve as a place of dynamic creative and innovative action and a place of different way of learning. Local teachers and students are encouraged to devise such programs in the form of new courses or in the form of new study programs that can be of experimental character (with or without ECTS credits). The aim of such programs is to encourage teachers and students to strive for permanent and continuous transformation of regular lectures, learning, inventiveness and closer cooperation with business people and industry. As an example of a well-designed type program is the *Creative Laboratory* of the University of Zagreb or the *Global Design Factory Network* education institution, which in a different way attracts attention on the local, regional and international level through the strategies of continuous development of the environment through learning, lecturing, research and cooperation with an economy with a focus on the development of a specific product and design. This activity should be of continual character.

One of the main ways for internationalisation of study programs is to establish joint study programs with at least one partner institution. If we take into account cooperation with international higher education institutions outside the region or countries of the former Yugoslavia, where it is necessary to use English or some other foreign language, this would mean the introduction of teaching in English at our University also. As the University of Bihac is actively involved in the CEEPUS program of exchange of students and teachers, whose main activity is the establishment of joint networks of higher education institutions, which lead to the establishment of joint study programs with emphasis on joint doctoral studies, it is necessary to devise a way of including in joint study programs within already existing networks where the University of Bihac is a partner. Of course, other forms of cooperation should be used for negotiations on the establishment of joint study programs, as well as for joint study programs with double diplomas.

5 PROMOTION AND INCREASING OF OUTGOING AND INCOMING MOBILITIES

Bearing in mind the lack of financial allocations at the universities in B&H for financing foreign students as well as mobility it is necessary to try to find out how to start the Fund for scholarships for foreign students/mobility of domestic students, which requires the planning of a separate item in the University Budget and a separate sub-account, as well as negotiating with the relevant Ministry and the Government on the planning of a certain amount that would be allocated annually for these needs. Establishing a similar Fund at the Federal level would greatly help fundraising for the needs of the university fund through the possibility of applying for the envisaged funds, but also through other types of donations. The incarcerator would be the Office for scientific research and international cooperation, which, through a single form of application for funds from the Federal Ministry of Education and Science, received the same funds for student mobility from the University of Bihac and established a system of financing of that category. It includes scholarship without tax deduction for a certain amount, which would greatly ease the entire process. Also, the Foundation for visiting lecturers (professors, innovators, entrepreneurs) should be launched. It is necessary to improve the system of evaluating outgoing mobility at the University of Bihac in order to increase outgoing mobility. Although the increase in mobility is more than evident over the past three years it is necessary to motivate students and teachers more in order to find ways of valorising mobility for teachers, and through

formal legal documents dealing with this field, such as the Mobility Rules at the University in Bihac. It is essential for students to be fully recognised in the spirit of the Lisbon Convention, which implies maximum flexibility in recognition and implies the recognition of learning outcomes, i.e. acquired knowledge, skills and competences, avoiding the equivalence of study programs at the home institution and the host institution.

In order to actively attract international experts and students, it is necessary to dynamise and make attractive presentations at the University of Bihac through active scholarship of certain programs and financing of specific projects. Introduction of scholarship research and study visits at the University with a focus on researchers and students outside Bosnia and Herzegovina (to envisage the item in the Budget). It requires the urgent adoption of the Law on Scientific Research Activities at the Una-Sana Canton in order to establish the basis for initiating such a Fund. Strategies, study programs, student content and other sports, cultural and entertainment activities that have the potential of attractiveness should be designed.

We need to encourage strengthening, promotion and affirmation of the idea of mobility at all levels of regular academic activities and also students to attend temporary departures (weekly, monthly, semester and annual), but create simultaneous contents at the University of Bihac, which will serve as a magnet for shorter and longer studio and research stays.

6 INCREASING NUMBER OF FOREIGN STUDENTS AT THE UNIVERSITY OF BIHAC

The Deans, Vice-Deans, Heads of Departments, ECTS coordinators, teachers as well as the services of the University of Bihać need to detect and emphasize those contents at the University of Bihac that can be competitors in the international academic environment. The project manager as well as the Office for scientific research and international co-operation should map courses and curricula at the University of Bihac that are practicable in foreign languages and through strategic information (web platforms, social networks, etc.) make them visible internationally. Employers of the University of Bihac are encouraged to create separate interdisciplinary programs from these courses/curricula as completed research platforms that can attract international experts' attention to their programs and research points.

In the last two years, the University of Bihac has a lot of foreign students' requests for studying in English at our higher education institution. Due to the lack of such a teaching, we are unable to realise the enrolment process, which is a negative trend that must be avoided. Aware of these facts, the Office for scientific research and international cooperation has arose an initiative for the Senate to establish an intensive Bosnian language course for foreign students for one semester in preparation for enrolment. The Senate start accepting foreign candidates after the Senate accepted the report of the Commission and approved the course, which would also be used for foreign exchange students for one to two semesters. The course should be launched during the academic year 2018/2019.

Action Plan with Priorities, Operators and Budget

STRATEGIC GOAL	1. STRENGTHENING THE AWARENESS OF THE INTERNALISATION IMPORTANCE AND ITS INTERNAL PROMOTION				
OPERATIONAL GOAL	1.1 Creation of periodic promotional materials on projects, exchange programs, etc., and success of UNBI students/teachers during their stay at host institutions				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
<p>Number of published periodical promotional materials in Bosnian and English</p> <p>Promotional material for foreign students on basic UNBI data was developed</p> <p>Promotional material on exchange programs for domestic students and staff was developed</p>	<p>1-2 brochures per year</p> <p>150-200 printed copies of the brochure</p> <p>100 copies of promotional flyers for foreign and domestic students</p>	<p>Appointment of crew at the faculties for designing promotional material</p>	<p>June-September 2018.</p>	<p>Faculties management</p>	<p>Funds for designing and printing materials</p> <p>Donations from projects</p>
	<p>Meetings of the Office representatives and appointed persons for the agreement on material design</p>	<p>Continuously (if needed)</p>	<p>Office for Scientific Research and International Cooperation</p>		
	<p>Content promotion and promotional material printing</p>	<p>Continuously (if needed)</p>	<p>Office for Scientific Research and International Cooperation, persons appointed by the faculties, Public Procurement Service</p>		

STRATEGIC GOAL	1. STRENGTHENING THE AWARENESS OF THE INTERNALISATION IMPORTANCE AND ITS INTERNAL PROMOTION				
OPERATIONAL GOAL	1.2 Organisation of info days and workshops for participation in projects, strengthening of internationalisation and promotion of the importance of English for teaching process at UNBI for staff and students of the University of Bihac				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of info days held (internationalisation)	Minimum 2 info days per year	Organisation of info day/ workshops	June/November	Office for Scientific Research and International Cooperation, Vice-Deans for Scientific Research from the Faculty; external lecturers	-
Number of workshops held (application for projects)	Minimum 2 workshops per year	Promotion of info day/ workshops among staff and students	April/December	Office for Scientific Research and International Cooperation	
Number of trained staff/students	A minimum of 30 trained staff/students				

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.1 Establishment of project and international cooperation teams at faculties of the University of Bihac				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of established teams	7 teams	Submitting an Initiative to the Scientific Teachers' Council of Faculties for Appointing Teams for Projects and International Cooperation	October 2018	Office for Scientific Research and International Cooperation	-
		The Scientific Teachers' Councils decisions making on the appointment of teams	October 2018	Scientific teaching councils of faculties	
		Organisation of meetings at faculties with designated teams	Continuously, as needed	Office for Scientific Research and International Cooperation and teams	

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.2 Amendments and adoption of laws, by-laws and regulations concerning the issue of internationalisation, academic exchange and professional development				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of amended and adopted laws, by-laws and regulations governing the issue of internationalisation, academic exchange and professional development	7 documents: a) Mobility Rules at the University of Bihać from Dec 2014 b) UNBI Statute from 2009	Maintaining consultation meetings with the Founder in relation to items c) and d)	October 2018	Office for Scientific Research and International Cooperation, UNBI Management, Cantonal Ministry of education, science, culture and sports	-
	c) Draft Law on Scientific Research Activities in the Assembly procedure	Maintaining consultation meetings with the Legal, Human Resources and General Affairs Service in relation to points a), b), e), f), g) and h)	November 2018	Office for Scientific Research and International Cooperation, Legal, Human Resources and General Affairs Service, Secretary General	

<p>d) Draft Law on Recognition of Foreign Educational Qualifications in Una-Sana County (Proposed Cantonal Ministry of education, science, culture and sports)</p>	<p>Submitting an initiative to the Founder for the amendment of laws and by-laws</p>	<p>December 2018</p>	<p>Legal, Human Resources and General Affairs Service, Secretary General, Cantonal Ministry of education, science, culture and sports, Cantonal Assembly</p>
<p>e) Rules on Academic Recognition at UNBI</p> <p>f) Rulebook on procedures for supporting UNBI international activities from 2011</p> <p>g) Rules on the engagement of UNBI teachers and associates at other public higher education institutions from 2012</p> <p>h) Decision on the burden of teachers / associates / laborers</p>	<p>Submitting an Initiative to the UNBI Senate for the amendment and adoption of the Rules</p>	<p>January 2019</p>	

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.3 Establishment of the Service for Projects and International Cooperation				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Office and International Cooperation Office established	-	Submitting an Initiative to the Management for the Service establishment	May 2019	the Office for Scientific Research and International Cooperation	-
		Amendments to the Rules on the organisation and job classification	by the end of 2019	Management and the UNBI Senate, the Steering Committee, the Office for Scientific Research and International Cooperation	
		Making decision at the UNBI Senate on the establishment of the International Cooperation Office	May 2020	Senate	

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.4 Initiative for finding accommodation capacities for visiting students and teachers				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Initiative submitted to the Founder	One initiative	Preparation of proposals for finding accommodation capacities for visiting students and teachers in terms of cooperation with the private sector offering accommodation capacities or building a new accommodation unit in agreement with the Founder in terms of co-financing the part of the accommodation; to UNBI Senate	November 2018	Office for Scientific Research and International Cooperation, UNBI Management, Legal, Human Resources and General Affairs Office, Economic and Financial Affairs Department, UNBI Vice-Rector for Finance and Development, Office for Teaching and Student Affairs	Government of the Canton / foreign donations / EU funds
		Submitting an initiative to the Founder	December 2018	UNBI Management, Canton Government and Assembly	

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.5 Organisation of an English language course for UNBI staff				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
English language course for staff made Number of trained staff	Minimum 1 course per year for a period of three months Minimum 20 employees participating (per course)	Submitting an initiative to start the English language course	January 2019	Office for Scientific Research and International Cooperation	Employees' own resources/working standard
		Appointing the Commission for starting the English language course	February 2019	Senate	
		Preparatory actions for the course organisation (contractor, duration, materials, level)	March -June 2019	Commission/Dept. for English Language and Literature/English language fellow (ELF)	
		Promoting a course among employees and creating a list of participants	July and August 2019	Project and International Cooperation teams, Vice-Deans for Scientific Research, English Language and Literature Department	
		Conducting a course	2019/20 start (continuously)	Teachers/students of the 4th year at English Dept./ELF	

STRATEGIC GOAL	2. STRENGTHENING INSTITUTIONAL CAPACITIES OF INTERNATIONALISATION AT THE UNIVERSITY IN BIHAC				
OPERATIONAL GOAL	2.6 Initiative to find funding for project co-financing and internationalisation of UNBI				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Initiative to the Founder submitted	One initiative	Proposal preparation for finding funds for project co-funding and internationalisation of UNBI	December 2018	Office for Scientific Research and International Cooperation and UNBI Management, UNBI Vice-Dean for Finance and Development, Economic and Financial Affairs Department	-
		Submitting an initiative to the Founder, taking into account the completion of the procedure for the adoption of the cantonal Law on Scientific Research Work and its entry into force	January 2019	UNBI Management	

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.1 Creating and updating the UNBI website in English				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
UNBI website in English activated and regularly updated	Updating the UNBI website in English at least twice a month but more if needed	Organisation of meetings with IT employees due to agreement on the necessary steps for creating a new website in English (subdomain www.unbi.ba)	June 2018	Office for International Cooperation,	5000 BAM (donations/own funds)
		Starting a web developer engagement process	October 2018	IT administrators, Legal, human resources and general affairs Service, Public procurement,	
		Website activation	November/December 2018		
		Preparing and translating material for the content of the website	June-November 2018 (continuously)	Department for English language and employees in charge of maintaining the website	
		Monthly maintenance and updating of content	Continuously		

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.2 Translation of news and key documents/biographies of teachers/syllabus in English				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of translated news and key documents and teachers' CVs in English	updated translation of the news in English- regularly All key documents translated in English CVs of all teachers translated in English	Submission of the initiative for inclusion of the English Dept. students in the translation of news- voluntarily	since October 2018 -	Office for Scientific Research and International Cooperation	Funds for paying a court interpreter for translation of key documents/donations/ own funds
		Starting procedure for selecting a court translator for translating key documents	2019/2020	Office for Scientific Research and International Cooperation, Legal, Human Resources and General Affairs Office	
		Tasking teachers and professional staff to deliver an English version of CVs	November 2018	UNBI Management, UNBI employees, organisational units	
		Translate the news at least twice a month	continuously	Students of English Language and Literature	
Number of translated syllabuses in English	All syllabuses translated in English	Submission of request to faculties for delivery of syllabuses for translation	activity started in March 2018	Office for Scientific Research and International Cooperation, an apprentice	

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.3 Participation of the University in educational, business and science fairs				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of fairs where the University participated	Minimum 2 fairs a year	Finding appropriate fairs	Continuously	Office for Scientific Research and International Cooperation, Faculties' employees, Students' Union	Approx. 5000 BAM
		Selection of persons to attend each individual fair (alternating participation of different employees/and students)	Continuously (if needed)	Faculties, UNBI Management, Students' Union, employees	
		Planning funds in the UNBI budget for participation in fairs	The budget creation period for each budget year	Management, and Service for Accounting and Economic-Financial Issues,	
		Preparation of promo materials and presentations, related to operational target 1.1. from the Action plan	Continuously (if needed)	Office for Scientific Research and International Cooperation, appointed persons by faculties, Public Procurement Service	

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.4 Revision of existing cooperation agreements and strategic planning of cooperation				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of revised contracts Number of strategically planned and realised cooperations	All existing contracts revised Minimum 2 strategically planned and realised cooperations per year	Overview/Analysis of existing cooperation agreements and audit needs	2018/19; 2019/2020	Office for Scientific Research and International Cooperation, teams for projects and international cooperation at faculties	-
		Establishing contact with existing partners and initiate the renewal of existing cooperation agreements	2019/2020	Office for Scientific Research and International Cooperation, UNBI staff, teams for projects and international cooperation at faculties	
		Selection of strategic cooperation plans	Continuously	Office for Scientific Research and International Cooperation, teams for projects and international cooperation at faculties	

		<p>Tasking the teaching staff to establish cooperation with related institutions in accordance with the start-up plans and the Rules on procedures for supporting international activities of UNBI (2011)</p>	<p>Continuously</p>	<p>Faculties, Faculties' teams for projects and international cooperation, teachers</p>	

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.5 Creating of study programs web presentations				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of study programs for which web presentations were made	All study programs at UNBI	Appointment of persons in charge of the preparation of the web presentation of each study program	November 2018	Scientific Teaching Councils of the Faculties	-
		Preparing content for web presentations of study programs	Since December 2018 (Continuously)	Study program leaders, staff in charge of maintaining the UNBI website, the Office for Teaching and Student Affairs	
		Setting up the content on websites	Continuously	staff in charge of maintaining the UNBI website,	
		Translating content in English	Continuously	Students of English Language and Literature	
		Work scaling in the design of website for study programs (Senate Decision on the burden of teachers/ associates and UNBI for 2018/2019)	November 2018	Office for Scientific Research and International Cooperation, UNBI Management, Senate	

STRATEGIC GOAL	3. UNIVERSITY PROMOTION AND INCREASING THE VISIBILITY OF UNIVERSITY				
OPERATIONAL GOAL	3.6 Increase in scientific-research activities in English and their publication in the international academic environment				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of published works in English and in international journals Number of international scientific research papers and development projects attended by UNBI staff	Minimum 30 works per year at UNBI level	Stimulation of staff for publishing papers in high-quality international journals and in foreign languages through the UNBI Regulations (Rulebook on the categorisation of publications on UNBI- Proposal already adopted by the Senate, Ref. 06-4314/18 dated 12 July 2018)	Continuously	Quality Assurance Centre;	Funding for the staff fees co-financing through funds provided by the Federal Ministry of Education and Science annually Funds envisaged by the Cantonal Law on Scientific Research Work
	Minimum 3 projects per year	Introduction of the obligation for staff to participate in international scientific research and development projects through the UNBI regulations (establishment report adoption of the scientific research Institute at the UNBI at the Senate level) in relation with the completion of the procedure for the adoption and entry into force of the Law on Scientific Research Activities)	December 2018	Management; teaching staff; Senate	

STRATEGIC GOAL	4. INNOVATION OF EXISTING AND ESTABLISHING NEW TEACHING AND RESEARCH STUDY PROGRAMS				
OPERATIONAL GOAL	4.1 Accreditation of innovative and new study programs				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of accredited study programs	approx. 21 accredited study programs	initiate the procedures of accreditation of study programs by faculties	2020/2021 – 2022/2023	Quality Assurance Centre;	Funding for accreditation of study programs/own funds EU Funds Funding for the engagement of study program innovations/own funds
		Conduct self-evaluation and self-evaluation report	Periodically from 2020-2023	Quality Assurance Centre; Departments; Faculty; Teachers' Scientific Councils	
		Labour market analysis at home and in the surroundings	Alongside self-evaluation	Departments; Faculties	
Number of innovated and new study programs	Study programs with innovated and more attractive content for four years	make elaborates on justification of the innovations of existing teaching contents based on the collected data and existing human resources	2019-2023	Faculties/Heads of Departments/Quality Assurance Centre/Office for Teaching and Student Affairs	
		to be adopted by the Scientific Teaching Councils and by the Senate after	2019-2023		
		participation in the Erasmus+ program (KA2		Office for Scientific Research and International	

		Capacity Building, Erasmus Mundus Joint Master Degrees		Cooperation Faculties/Heads of Departments
Number of foreign students at UNBI	Minimum 30 foreign students at the University level	Promotion of innovated or new study programs and majors	2020-2023	Office for Scientific Research and International Cooperation; Faculties

STRATEGIC GOAL	4. INNOVATION OF EXISTING AND ESTABLISHING NEW TEACHING AND RESEARCH STUDY PROGRAMS				
OPERATIONAL GOAL	4.2 Establishing joint study programs				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of joint study programs (one diploma)	1-2 programs per year (BA, MA)	Organisation of the workshop with the Vice-Deans for Education and Heads of the Department from the faculties (meeting the EU programs funding the joint study programs launching	December 2018 (with internationalisation workshops)	Office for Scientific Research and International Cooperation together with the management of the Faculty and teams for projects and international cooperation at faculties;	EU funds Own funds
		Finding partners and establishing cooperation	Continuously		
Number of joined studies - double diploma	1 program in 2-3 years (BA)	Implementation of the procedure for meeting the legal requirements for conducting joint study programs	Continuously (if needed)	Faculties; Legal service - Rectorate; Secretary General	
		negotiations with partner institutions in the region (Western Balkans and beyond) on the possibilities of establishing this type of study	Continuously	Faculties, Office for Scientific Research and International Cooperation, Office for Teaching and Student Affairs, Quality Assurance Centre	

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STRATEGIC GOAL	5. PROMOTION AND INCREASING OF OUTGOING AND INCOMING MOBILITIES				
OPERATIONAL GOAL	5.1 Fund establishing for student mobility and foreign students scholarships				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Student Mobility Fund established Number of awarded scholarships per year	- One Student Mobility and Foreign Students Scholarship Fund - Minimum 5000-8000 BAM available for student mobility (one to two scholarships per semester/year depending on the standard of the country where the host institution is located) -2000 BAM for one scholarship for a foreign student to study at one cycle of studies at UNBI	- to make an analysis of the method of establishing the Fund within a public institution (Budget)	2018/2019	Office for Scientific Research and International Cooperation; Service for Economic-Financial Issues; Vice-rector for finances and development of UNBI	Reserves of the Federal Ministry of Education and Science/Donations
		- presentation of the idea for establishing the Fund and initiating the procedure for granting consent to start the Fund	2018/2019	Office for Scientific Research and International Cooperation; Service for Economic-Financial Issues; Senate; Steering Committee	
		- Promotion of the Fund and scholarship	2019/2020	Office for Scientific Research and International Cooperation	
		Applying for the Fund money assets	2019/2020	Office for Scientific Research and International Cooperation	
		- the procedure implementation for	2019/2020	Legal, General and Human Resources Department; Office for Scientific	

	announcing the scholarship application		Research and International Cooperation
	- establishment of a commission for the selection of candidates	2019/2020	Senate

STRATEGIC GOAL	5. PROMOTION AND INCREASING OF OUTGOING AND INCOMING MOBILITIES				
OPERATIONAL GOAL	5.2 Establishing of a mobility grant for foreign teachers and scholarships for foreign teachers/guest lecturers				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Fund for guest lecturers (professors, innovators, entrepreneurs) established Number of awarded scholarships per year	One fund One scholarship(per year) 2000-5000 BAM is the amount of the scholarship depending on the period for which the candidate is hired	Start the initiative for the establishment of the Fund to the Senate	2018/2019	Office for Scientific Research and International Cooperation; Service for Economic-Financial Issues; Vice-rector for finances and development of UNBI	Reserve of the Federal Ministry of Education and Science / Donations
		- establishing a recognisable annual scholarship for international experts hired at UNBI	2019/2020	Senate/ Steering Committee	
		- Applying for the Fund money assets	2019/2020 (continuously)	Office for Scientific Research and International Cooperation	
		- Promotion of the Fund and scholarship	2019/2020 (continuously)	Office for Scientific Research and International Cooperation, Faculties	
		- implementation of the procedure for announcing	2019/2020 (continuously)	Legal, General and Human Resources Department; Office for Scientific	

	the application for scholarship		Research and International Cooperation
	- appointment of the Commission for the selection of candidates	2019/2020 (continuously)	Senate

STRATEGIC GOAL	5. PROMOTION AND INCREASING OF OUTGOING AND INCOMING MOBILITIES				
OPERATIONAL GOAL	5.3 Establishing cooperation with new partners through mobility programs				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of established cooperation agreements through mobility programs	minimum 3 inter-university cooperation contracts within the Erasmus+ ICM Program (annually) minimum 3 inter-university cooperation agreements within the Mevlana exchange program	- to make an overview of universities from the EU and program countries with which we want to achieve or strengthen cooperation in the period 2018-2023	2018/2019	Office for Scientific Research and International Cooperation / ECTS coordinators /faculties/ teams for projects and international cooperation at faculties	EU funds
	expanding cooperation within the CEEPUS network (see the possibility of entering new networks)	- Contact potential partner institutions to establish cooperation	continuously	Office for Scientific Research and International Cooperation / ECTS coordinators / faculties; teams for projects and international cooperation at faculties	

STRATEGIC GOAL	5. PROMOTION AND INCREASING OF OUTGOING AND INCOMING MOBILITIES				
OPERATIONAL GOAL	5.4 Improving the outgoing mobility evaluation system at UNBI				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of outgoing mobility	minimum 20 students per semester minimum 5-10 teachers/non-academic staff per semester	- continue the negotiations with the Cantonal Ministry of education, science, culture and sports on the Law on Recognition of Higher Education Qualifications adoption proposed by CIP (The Centre for Information and Recognition of Qualifications in Higher Education)	October 2018	Office for Scientific Research and International Cooperation/Cantonal Ministry of education, science, culture and sports	EU Funds/Funds of other mobility programs/Funds from the student scholarship Fund at UNBI
		- submit an initiative to the Senate for the adoption of the draft Rules on Academic Recognition at UNBI	he procedure started for the session of the Senate in May 2018 (in the form of a draft)	Office for Scientific Research and International Cooperation; Senate	
		- start the initiative for amendments to the Rules on mobility at the University of Bihac	December 2018	Office for Scientific Research and International Cooperation	

STRATEGIC GOAL	6. INCREASING NUMBER OF FOREIGN STUDENTS AT THE UNIVERSITY OF BIHAC				
OPERATIONAL GOAL	6.1 Establishing a Bosnian language course for foreign students				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Bosnian language course has been established Number of trained foreign students/ teachers	One Bosnian language course at the organisational unit of the Faculty of Education Minimum 10 foreign students	Submit an initiative to the Senate for starting a Bosnian language course (done)	started	Office for Scientific Research and International Cooperation	Own funds Participation of course participants
		Appointment of persons in charge of the course (Commission)	February 2017 (done)	Senate	
		Creating content and materials for the course	done	Commission for drafting the Rulebook on Starting a Bosnian language course for foreign students at the University of Bihac	
		Draft Rulebook on starting a Bosnian language course	October/November 2018		
		Promotion of the course at partner universities	December 2018 - Mart 2019	Office for Scientific Research and International Cooperation; Bosnian Language and Literature Department; Faculty of Education	

STRATEGIC GOAL	6. INCREASING NUMBER OF FOREIGN STUDENTS AT THE UNIVERSITY OF BIHAC				
OPERATIONAL GOAL	6.2 Introduction of teaching in English				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of interdisciplinary studies at UNBI level	One interdisciplinary study at UNBI	starting initiative to the Senate for the establishment of an interdisciplinary study program	January 2019	Office for Scientific Research and International Cooperation; Quality Assurance Centre; Senate	Own funds Within the working standard/over the working standard
		giving consent	2018/2019	Senate	
		collecting information on the number of teaching staff who can hold classes in English	2018/2019	Office for Scientific Research and International Cooperation; teams for projects and international cooperation	
		Starting a study	2019/2020	Head of interdisciplinary study	

STRATEGIC GOAL	6. INCREASING NUMBER OF FOREIGN STUDENTS AT THE UNIVERSITY OF BIHAC				
OPERATIONAL GOAL	6.3 Developing regulations for enrolment of foreign students				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
The number of foreign language enrolment regulations	One Ordinance for enrolment of foreign students and a Brochure with all legal and by-law legislation	Review the existing regulations	November 2018	Department for Legal and Personnel Affairs of the University; Office for Teaching and Student Affairs	-
		Request for Appointment of the Commission for the preparation of the Rules on enrolment procedures for foreign students at UNBI	November 2018		
		Appoint a Commission for the drafting of the Rulebook on enrolment procedures for foreign students at UNBI	December 2018	Senate	
		to draft a Rulebook for Senate adoption of the Rules of Procedure	January-February 2019 April 2019	Commission for the drafting of the Rulebook Senate	
		Make a brochure for all the information in English	June-July 2019	Office for Scientific Research and International Cooperation	

		Promotion on the website and through other media		The website administrator; Office for Scientific Research and International Cooperation	
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STRATEGIC GOAL	6. INCREASING NUMBER OF FOREIGN STUDENTS AT THE UNIVERSITY OF BIHAC				
OPERATIONAL GOAL	6.4 Designing projects that involve foreign students				
Measures (Indicators)	Targets	Activities	Time period	Responsibilities	Budget
Number of projects with participation of foreign students	One project on an annual basis	- make an information form with the University's data for existing and potential partner institutions on the need to participate in projects with students' participation	2019/2020	Office for Scientific Research and International Cooperation; faculties	Project funds
		- review programs that include student participation in projects	2019/2020	Office for Scientific Research and International Cooperation/faculties /ECTS coordinators; Students' Union; teams for projects and international cooperation	

List and description of strategic programs (related to strategic goals) and indicators for following results at program level

Indicator 1.1.1.	Number of published periodical promotional materials in Bosnian and English
Description	1-2 brochures per year, designing promotional materials at the level of the organisational unit The goal of this indicator is to periodically publish promotional materials improving the information on internationalisation to all target groups: students, teaching staff and all employees, and interested foreign partners (incoming mobility).
Data	The Office for Scientific Research and International Cooperation of UNBI and designated persons at the Faculties are responsible for collecting data; Faculties
Applicability	Periodic promotional material provides an insight into the possibilities that UNBI offers to domestic and foreign students. With the already created periodic promotional materials, the applicability of this indicator is not complex, and is directly related to the intensity of the international cooperation development .
Application level	University
Complexity	Low/Medium/High

Indicator 1.1.2.	Promotional material for foreign students with basic UNBI data developed
Description	150-200 printed copies of the brochure, coordination between representatives of the Office and designated persons at the Faculties for Material Design Agreement. The successful implementation of internationalisation is to be done also through the presentation of UNBI on various visits to teaching staff, professional services and students in exchange programs, at fairs, student conferences. The indicator will follow the number of promotions presented to UNBI.
Data	The Office for Scientific Research and International Cooperation of UNBI and designated persons at the Faculties are responsible for collecting data; Public Procurement.
Applicability	The level of application is medium-sized with developed promotional materials for foreign students.
Application level	University
Complexity	Low/Medium/High

Indicator 1.1.3.	Promotional material on exchange programs for domestic students and staff developed
Description	100 copies of promotional flyers for foreign and domestic students, preparation of content and printing promotional materials. The indicator will increase the interest of students and staff for training and acquiring new knowledge and skills at foreign universities that are partner institutions. This indicator is one of the important parameters of openness of UNBI in the process of internationalisation.
Data	The Office for Scientific Research and International Cooperation of UNBI and appointed persons at the Faculties are responsible for collecting data

Applicability	The level of application is simple with promotional materials on exchange programs for domestic students and staff at partner universities.
Application level	University
Complexity	Low/Medium/High

Indicator 1.2.1.	Number of info days held to promote and strengthen internationalisation for UNBI staff and students
Description	Minimum 2 info days per year, preparation, organisation and promotion of info days. Info days are an opportunity to promote positive internationalisation stories with the active participation of students and UNBI staff who were part of the international exchange and who provide informative and educational experiences of mobility, registration and writing of international cooperation projects, thus strengthening internationalisation at UNBI.
Data	The Office for Scientific Research and International Cooperation of UNBI and Vice Deans for Scientific Research at Faculties are responsible for realisation of activities
Applicability	The applicability of this indicator is simple.
Application level	University /
Complexity	Low/Medium/High

Indicator 1.2.2.	Number of workshops held for participation in projects
Description	Minimum 2 workshops per year, preparation, organisation and promotion of workshops among staff and students. The goal of the indicators is to increase readiness for UNBI/Faculties participation in international projects as an important goal of the UNBI Internationalisation Strategy. As a result, greater international cooperation, new teaching content, educational trends, monetary resources and a higher academic reputation of UNBI are expected.
Data	The Office for Scientific Research and International Cooperation of UNBI and the Vice Deans for Scientific Research at the Faculties are responsible for the implementation of activities
Applicability	The applicability of this indicator is complex because the workshops, in addition to training, should act and motivate participants and help in thinking about partners on projects from abroad in the areas of interest for UNBI.
Application level	University
Complexity	Low/Medium/High

Indicator 1.2.3.	Number of trained English-language teaching staff/students on UNBI
Description	Minimum 30 educated persons - staff/students, promotion of the importance of English for the teaching process at UNBI for the staff and students. By organising part of the teaching process in English, the work of teachers and associates, as well as UNBI students, is promoted. All this contributes to the greater interest of foreign participants for the content provided by UNBI, and to better UNBI rating.
Data	The Office for Scientific Research and International Cooperation of UNBI and Vice Deans for Scientific Research at Faculties are responsible for data collection
Applicability	The applicability of this indicator is medium-sized.
Application level	University

Complexity	Low/Medium/High
Indicator 2.1.1.	Number of International Cooperation Teams established at the UNBI Faculties
Description	7 teams, submitting an initiative to the Scientific-Teaching Council for the appointment of the International Cooperation Team at the UNBI Faculties, issuing the Decision of the Scientific-Teacher Councils on appointing the Team, preparing and organizing meetings at the Faculties with representatives of the Team. The aim of this indicator is to have at each UNBI Faculty a Scientific Research and International Cooperation Team that will be qualified to apply and write international projects of importance to the scientific fields studied at the Faculty with the support of UNBI expert services, to promote outgoing mobility to partner institutions, for the signing of a contract on academic cooperation with other HEIs and institutes.
Data	Office for Scientific Research and International Cooperation of UNBI and members of the International Cooperation Teams at the Faculties in charge of the Decision of the Scientific-Teacher Councils of the Faculty are responsible for collecting data
Applicability	Applicability is medium-sized and consists of monitoring public calls for projects, monitoring European trends in education, writing project proposals, linking with foreign partners from a scientific field of interest to the Faculty. The establishment of teams will accelerate and speed up the process of internationalisation itself.
Application level	University
Complexity	Low/Medium/High

Indicator 2.2.1.	Number of amended and adopted laws and by-laws in the domain of internationalisation, academic exchange and professional development
Description	Maintaining consultation meetings with the Founder (cantonal Ministry of Education, Science, Culture and Sports) and UNBI Legal Services Department, submitting an initiative to the Founder through the cantonal Ministry of Education, Science, Culture and Sports for amending and supplementing the laws and bylaws and submitting an initiative to the UNBI Senate for the amendment of the internal rules. <ul style="list-style-type: none"> - Mobility Rules at the University of Bihac (December 2014) - Statute of UNBI - Draft Law on Scientific Research Activities in the Assembly Procedure - Draft cantonal Law on Recognition of Foreign Educational Qualifications (Proposer: Cantonal Ministry of Education, Science, Culture and Sports) - Academic Recognition Regulation at UNBI (2018) - Rulebook on procedures for supporting international activities of UNBI from 2011 - Regulation on the engagement of UNBI teachers and associates at other public higher education institutions in 2012 - The decision on the burden of teachers, associates and UNBI laborers
Data	UNBI Professional Services (Legal Department, Office for Scientific Research and International Cooperation, Office for Teaching and Student Affairs, Quality Assurance Centre and Internal Evaluation) submits the collected data, each within its jurisdiction, to the Legal Department of the University responsible for initiating procedures for amendment
Applicability	Since these are legal acts that regulate the aspects of internationalisation more precisely and in more detail and which, for their adoption, require the

	engagement of the cantonal ministry of education, science, culture and sports, expert services of UNBI, UNBI Senate and the Office for Scientific Research and International Cooperation, the applicability of indicators is complex.
Application level	University
Complexity	Low/Medium/High

Indicator 2.3.1.	Establishment of the Service for Projects and International Cooperation
Description	Making a Decision at the UNBI Senate on the Establishment of a Service for Projects and International Cooperation and Amendments to the Rulebook on Organisation and Systematisation of Workplaces at UNBI. Indicator 2.1.3. refers to the establishment of the Service with the exclusive competence for international visibility of the UNBI and the Faculties. The service would be designed to strengthen human capacities in order to apply the University as a coordinator to large EU projects, and as soon as Bin becomes a program country in the Erasmus+ program, the application for coordinating mobility funds opens.
Data	UNBI Management (Rector, Vice-Rectors, UNBI Secretary General, Legal Service) and the UNBI Senate as the responsible academic body are in charge of collecting data
Applicability	The applicability of this indicator in the forthcoming period would create additional administrative support, better networking of all segments of international cooperation and equalize the existing differences between the faculties at UNBI level (projects, mobility, international educational programs) and made UNBI more recognisable in international academic circles.
Application level	University; Rectorate
Complexity	Low/Medium/High

Indicator 2.4.1.	Submitting an initiative to the Founder through the Cantonal Ministry of Education, Science, Culture and Sport to find accommodation facilities for visiting teachers and students
Description	Preparation of proposals for finding accommodation capacities for visiting teachers and students; Submitting an initiative to the Founder. The aim of this indicator is to improve the number of incoming teaching staff, incoming administrative staff and students through its implementation.
Data	UNBI Management (Rector, Vice Rectors, UNBI Secretary General, Legal Service) and the Office for Scientific Research and International Cooperation are responsible for collecting data and submitting an initiative
Applicability	The applicability of this indicator is complex due to the large number of engaged entities and the scope of activities in several segments
Application level	University; The USK Government
Complexity	Low/Medium/High

Indicator 2.5.1.	Organising an English language course for UNBI staff
Description	Minimum 1 English course per year for 3 months. The number of trained staff is at least 20 employees participating. Preparation activities for the organisation of the English language course (contractor, duration, materials, level), promotion of the course among UNBI employees and creating a list of participants. Realisation of the English language course. The aim of this

	indicator is to establish a teaching staff capable of responding to new study programs in English as a prerequisite for the development of international cooperation at UNBI, attracting foreign students/incoming mobility and enabling domestic students to gain international experience. This indicator follows new study programs in English in all three study cycles.
Data	The UNBI Scientific Research and International Cooperation Office, then the Vice-Deans for Scientific Research at UNBI Faculties, and in particular the Faculty of Education/Department of English and the Commission for starting the course are responsible for collecting data and organising the course. Students of the final year at the Department of English Language and Literature can be included as lecturers (practitioners)
Applicability	The applicability of this indicator is relatively complex, it is about the segment that the UNBI/Faculties have to implement in the coming period, in order to provide a teaching staff that would hold classes in English. The launch of new study programs in English at UNBI/Faculties requires both human and material resources. The question of funding can be solved by the fact that the lessons are included in the lecturer's standard if there is no lecturing to fulfil the standard.
Application level	University; Faculty of Education; English Language and Literature Department
Description	Low/Medium/ <u>High</u>

Indicator 2.5.2.	Number of trained staff
Description	It is expected that trained staff (teaching and non-teaching staff) will be prepared to actively engage in internationalisation processes with further enhancement of English language skills, as well as improving their work environment and activities. The number of published papers in English is increasing, teaching in English at UNBI would be gradually introduced (master and doctoral study, interdisciplinary study), and administration of all processes would be without problems.
Data	The Office for Scientific Research and International Cooperation of UNBI would keep records on course participants, as well as the level of their training and lecturers
Applicability	The applicability of this indicator is relatively complex because it depends on the course itself, on the candidates' progress and on the knowledge acquiring speed.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indicator 2.6.1.	submission of the Initiative to the Founder through the Cantonal Ministry of education, science, culture and sport and the Cantonal Ministry of finance for finding funds for project co-funding and internationalisation of UNBI
Description	Preparation of proposals for finding funds for co-financing projects and internationalisation of UNBI; submitting an initiative to the Founder. The aim of this indicator is the dialogue with the founder, finding solutions and ways of more efficient financing of UNBI in order to avoid the situation that the financing method is a brake for the realisation of scientific research projects and international cooperation.
Data	UNBI Management (Rector, Vice-Rectors, UNBI Secretary General, Legal Service, UNBI Economic and Financial Affairs Department), Vice-Rector for

	Finance and Development of the University and Office for Scientific Research and International Cooperation are responsible for collecting data and submitting an initiative.
Applicability	The applicability of this indicator is complex due to the large number of engaged entities and the scope of activities in several segments.
Application level	University; The USK Government
Complexity	Low/Medium/ <u>High</u>

Indikator3.1.1.	UNBI website in English activated and regularly updated
Description	Indicator 3.1.1 refers to increasing of the University of Bihac visibility which must be improved due to the improvement of its ID and the attractiveness, for better positioning in the world rankings and improving the availability of information to foreign students and professors, as well as potential investors.
Data	The Office for Scientific Research and International Cooperation together with the IT sector at UNBI is responsible for initiating a procedure for engaging web designers to create a completely new site in English as a sub domain of the official website of the University of Bihac. Public Procurement and Legal, Human Resources and General Affairs Services are responsible for matters related to the engagement procedure of experts
Applicability	Current official website of the University of Bihac has an English version, however it is not updated due to the lack of human resources that would work on the preparation of documentation and translation of the content into English. It is necessary to create a completely new website as a sub domain of www.unbi.ba page with acceptable content for foreign visitors because the translation of the full content of the original page is not entirely intended for the same. For the initial phase, part of the funds from the donations has been provided, so that the procedure is expected soon and the initiation of meetings with employees from the IT sector, who, together with the representatives of the Office for Scientific Research and International Cooperation will select the web designer on the basis of the bids received, and will start making new page.
Application level	University
Complexity	Low/ <u>Medium</u> /High

Indikator3.2.1.	Number of translated news, key documents and CVs of teaching and professional staff in English
Description	Indicator 3.2.1 refers to the strategic objective 3. Promoting and increasing the visibility of the University with the goal of finding news on the University's website translated into English as well as key documents and CVs of teaching and professional staff. It will make the University more visible in terms of being selected by partners in scientific-research projects, and expansion of cooperation with new partner institutions and investors. Submission of the initiative for inclusion of students from English Department in the translation of news in the form of volunteer work; Starting a procedure for selecting a court interpreter for translating key documents; Teacher's assignment to deliver the English version of the CV; Translation news at least twice a month. Submission of applications to faculties for the delivery of syllabus for translation into English.
Data	The UNBI management is responsible together with the Office for Scientific Research and International Cooperation to initiate the engagement of a court

	interpreter for University and faculties, and the Department of English Language and Literature will do the implementation of these activities.
Applicability	Application of indicators 3.2.1 is more complex because it depends on the funds available for payment of court interpreter services to translate official documents into English. It is planned to allocate funds from donations/projects as it was done in the previous period (depending on the availability of funds). It is not necessary to translate all the documents, but the selection should be made by the UNBI Management. For translation of the news students from the English
Application level	Department are to be included in the form of volunteer work, and the way in which their work will be valued is to be determined.
Complexity	Low/Medium/ <u>High</u>

Indikator3.2.2.	Number of translated syllabuses in English
Description	Indicator 3.2.1 refers to strategic objective 3.2 and its implementation it will make easy foreign students/teachers to have a better insight into the areas and subjects represented at the University of Bihac. It will directly contribute to increasing the number of registered students/teachers within the exchange program but when enrolling foreign students at the University of Bihac.
Data	The Office of the Scientific Research and International Cooperation will start an initiative to gather syllabuses from the faculties to translate them into English.
Applicability	The application of indicators 3.2.2 is more complex in terms of time constraints on the staff of the Office for Scientific Research and International Cooperation for the implementation of this activity.
Application level	Office for Scientific Research and International Cooperation/Faculties
Complexity	Low/ <u>Medium</u> /High

Indikator3.3.1.	Number of fairs where the University of Bihac participated
Description	Indicator 3.3.1 refers to the strategic goal 3.3 Participation of the University in educational, business and scientific fairs with the aim of better promotion of our University. Minimal participation in 2 fairs a year requires the following activities as necessary: finding appropriate fairs; determining the persons in charge of attending each individual fair (alternating the participation of different employees and students); planning funds for participation in fairs in the UNBI budget; preparation of materials and presentations.
Data	The Office for Scientific Research and International Cooperation/Vice-Rector for Finance and Development/UNBI Management are responsible for finding adequate offers for participation in fairs, as well as planning funds for such events in the UNBI Budget.
Applicability	As far as the applicability of this indicator is concerned, its complexity is medium, but due to the financial part in terms of registration for participation in fairs or the costs of printing work material and going to the fair, the complexity is extremely high. It is necessary to plan resources in the University's budget to implement this indicator.
Application level	University/fairs
Complexity	Low/Medium/ <u>High</u>

Indikator3.4.1. Number of revised contracts	
Description	Indicator 3.4.1 refers to the strategic objective 3.4 <i>Number of revised cooperation agreements and strategic planning of cooperation</i> with the aim of performing an analysis / review of the applicability of signed contracts, all for the purpose of strengthening cooperation with already existing partner institutions. It is necessary: making a review of existing cooperation agreements and audit needs; establishing contact with existing partners and initiating the renewal of existing cooperation agreements;
Data	The Office for Scientific Research and International Cooperation starts an initiative to the faculties/Vice-deans for Scientific research to revise the contracts and start and initiation of elements from the concluded contracts, which will be jointly implemented with teams for international cooperation at faculties.
Applicability	The implementation of activities related to this indicator will be medium-sized if all envisaged participants jointly approach them.
Application level	University of Bihac
Complexity	Low/ <u>Medium</u> /High

Indikator3.4.2. Number of cooperations planned and realised strategically	
Description	Indicator 3.4.2 relates to the strategic goal of the 3.4. Development of cooperation with new partner institutions and a stronger positioning of the University on the world map of higher education. It is necessary to: Define strategic plans for cooperation, as well as borrowing teaching staff to establish cooperation with related institutions in accordance with strategic plans.
Data	The Office for Scientific Research and International Cooperation and international cooperation teams start an initiative towards the faculties/vice-deans for the Scientific Research to collect data of the institutions with which they would like to cooperate; the need for specific cooperation to be provided.
Applicability	The application of this indicator would open the way to the University for easier internationalisation because it would enable bigger and more intensive participation in development and research projects, conferences, mobility programs, etc. Applicability is high because it depends not only on internal factors but also on external (involvement of foreign partner institutions)
Application level	University/partner institutions
Complexity	Low/ <u>Medium</u> / <u>High</u>

Indikator3.5.1. Number of study programs for which web presentations were made	
Description	Indicator 3.5.1 refers to the strategic objective 3.5 <i>Creating web presentations of study programs</i> , all with the aim of better visibility and promotion of the University. It is necessary to appoint the persons responsible for the preparation of the web presentation of each study program by the cost of Scientific Teaching Council; Preparing content for web presentations of study programs; Placing web content on websites; translation of content into English with the help of students from the Department of English Language and Literature.

Data	The Teaching and Student Affairs Office initiates initiative to faculties, that is, heads of the department for the collection of necessary data and the creation of a model for the presentation of a study program.
Applicability	The realisation of this indicator would significantly improve the University's personal map, and content translation will make the University more transparent and accessible to foreign students, new partnerships and investors. It is necessary to find a way of standardising the work on the arrangement of the web presentation of the study programs (Decision on the burden of teachers/associates and laborers at the UNBI).
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator3.6.1.	Number of papers in English published in international journals
Description	Indicator 3.6.1 refers to the strategic objective 3.6 <i>Increase in scientific-research activities in English and their publication in the international academic area</i> with the aim of publishing a minimum of 30 magazines annually. In order to pursue this goal, it is necessary to introduce an obligation for staff to publish papers in English and in international journals through the UNBI regulations that will regulate this field at the UNBI Senate.
Data	Quality Assurance Centre is responsible for initiating a policy-making initiative that will regulate this area at the UNBI Senate.
Applicability	Bearing in mind that the Law on Scientific Research has not yet been adopted, which would regulate the issue of financing the participation of UNBI teaching staff at international conferences or the application of papers in international journals, the applicability of this indicator is extremely complex, which could be significantly modified by the adoption of the Law aforementioned.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator3.6.2.	Number of international scientific research projects attended by UNBI staff
Description	Indicator 3.6.2 refers to strategic goal 3.6 with the aim of increasing the participation of staff in international scientific - research and development projects which will enable more participants to get acquainted with the procedures for implementing such projects in order to be able to develop their own project idea and shape it in the project proposal. It is the ultimate result and they are to coordinate with such a project at the University level. In order to speed up the procedure itself, it is necessary to introduce an obligation for staff to participate in international scientific - research and development projects through UNBI regulations. Minimum 3 projects per year at the University level.
Data	The University Management is responsible for initiating a policy-making initiative that will regulate this area at the UNBI Senate (UNBI Rulebook on Publication categorisation at UNBI adopted by the Senate on 12/07/2018).
Applicability	Harmonisation in regulating the issue of the obligation to participate in international projects and the drafting/adoption of regulations governing this area is a very complex process and requires a lot of time to be realised.
Application level	Management/Faculties/Senate
Complexity	Low/Medium/ <u>High</u>

Indikator4.1.1.	Number of accredited study programs
Description	Indicator 4.1.1 refers to strategic goal 4.1 Accreditation of innovative and new study programs with the goal of accreditation of as many studied programs as possible at the University of Bihac, approx. 21 accredited study programs until 2023. It is necessary to initiate the procedures of accreditation for faculties from 2020/2021 after the completed self-evaluation and analysis of the labour market in the environment and the region.
Data	The Quality Assurance Centre starts an initiative for faculties.
Applicability	Application of indicators 4.1.1 is rather complex because it requires compliance with the criteria for accreditation of study programs in Bosnia and Herzegovina.
Application level	Quality Assurance Centre UNBI / Faculties
Complexity	Low/Medium/ <u>High</u>

Indikator4.1.2.	Number of innovated and new study programs at UNBI
Description	Indicator 4.1.2 refers to strategic objective 4.1 for the purpose of designing or innovating existing scientific plans and programs, in order to increase the competitiveness of the University of Bihac in the state, the region and the EU; Participation in the Erasmus+ Program (KA2 Capacity Building, Erasmus Mundus Joint Master Degrees, CEEPUS, etc. Minimum one study program or course per faculty per year with innovative scientific plans and programs including more attractive content over a period of four years.
Data	The Office for Scientific Research and International Cooperation collects data from the faculties on the possibilities of creating new scientific plans and programs separately in individual departments or in combination with several UNBI departments or with foreign partner institutions where EU funds will be used to develop and accredit new scientific plans and programs, as well as the opportunities for innovating existing ones focusing on content attractiveness.
Applicability	It requires a lot of commitment and involvement of all the aforementioned actors, including foreign partners when applying to EU programs that imply new study programs; conduct an analysis of the labour market at home and in abroad; on the basis of the collected data and existing human resources, make elaborates on the justification of the introduction of new teaching contents; to be adopted by Scientific Teaching Councils and later by the Senate. The well established partnerships as well as networks within the CEEPUS exchange program are to be used.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator4.1.3.	Number of foreign students in full time study
Description	Indicator 4.1.3 refers to the strategic goal 4.1, which will greatly contribute to the internationalisation of study programs but also the University itself in terms of the attractiveness of study programs that will attract foreign candidates to enrol at the University of Bihac. The goal is to enrol at least 30 foreign students per year in the next five years.
Data	After introducing new and innovating existing study programs, faculties in cooperation with the Office for Scientific Research and International

	Cooperation should work on promo campaigns in Bosnian and English to get to know as many potential candidates as possible.
Applicability	It requires a lot of commitment and involvement of all these participants.
Application level	Departments/Faculties/Office for Scientific Research and International Cooperation
Complexity	Low/Medium/ <u>High</u>

Indikator4.2.1.	Number of joint study programs
Description	Indicator 4.2.1 refers to the strategic goal 4.2 The launch of joint study programs which will greatly contribute to the internationalisation of study programs, but also the University itself, with the ultimate goal of gradually introducing English classes. A minimum of 1 joint study program at the university level is envisaged. In order to realise this indicator, it is necessary to organize a workshop with lecturers and heads of departments from the faculty (getting acquainted with EU programs that fund the launch of joint study programs, then finding a partner and establishing cooperation with them, and implementing a procedure for meeting the legal requirements for conducting joint study programs.
Data	The Office for Scientific Research and International Cooperation organises training on EU programs availabilities (Joint degrees) in cooperation with vice-deans and heads of departments.
Applicability	It requires a lot of commitment and involvement of all the above mentioned participants but also including foreign partners when applying to EU programs that imply joint study programs. It is necessary to research the labour market before the process itself, and involve the Centre for Quality Assurance in.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator4.2.2.	Number of joint studies-dual diplomas
Description	Indicator 4.2.2, like the previous indicator 4.2.1, relates to the strategic goal 4.2 <i>The launch of joint study programs</i> , which will greatly contribute to the internationalisation of study programs, but also the University itself. A minimum of one undergraduate study program in 2-3 years was planned. Faculties are negotiating with partner institutions in the region (the Western Balkans and beyond) about the possibilities of establishing this type of studying.
Data	Faculties or individual departments, agree to cooperate with a partner university, and start an initiative at their Council to start with joint studies for the acquisition of double diplomas.
Applicability	It requires a lot of commitment and involvement of all the above mentioned participants, which includes foreign partners when agreeing to launch a joint study.
Application level	University/partner institution
Complexity	Low/Medium/ <u>High</u>

Indikator5.1.1. Student Mobility Fund established	
Description	Indicator 5.1.1 refers to the Student Mobility Fund to be formed at the University level and it will collect mostly from the reserves of the Federal Ministry of Education and Science and will be intended to finance student mobility and incidental expenses that are not covered by scholarships for mobility (sightseeing, insurance, travel expenses, language courses, etc.).
Data	Office for Scientific Research and International Cooperation, Department for Economic and Financial Affairs, UNBI Vice-Rector for Finance and Development are responsible for initiating the establishment of the Fund to the Senate and the UNBI Management Board.
Applicability	Currently, mobility at the University of Bihac is financed exclusively from European Union funds, followed by the mobility programs of individual countries or institutions. These programs often do not offer the financing of all the costs that arise in the application process and the implementation of mobility (sightseeing, insurance, travel expenses, language courses, etc.), which are often too high in today's economic circumstances in B&H to be financed by the students themselves. In addition, the University does not have separate funds to encourage the mobility of incoming students, resulting in a lower number of incoming mobility. The allocation of certain funds from the Reserve of the Federal Ministry of Education and Science for which the University has the right to apply at an annual level, requires first efficiency of access to funds in the Cantonal Budget. This means that the Senate and the University Management Board in cooperation with the Founder establish a separate sub-account for the Fund. Taking into account the procedure for establishing a new sub-account and the Fund itself, the applicability of this indicator will be quite complex.
Application level	University/Government of USK
Complexity	Low/Medium/ <u>High</u>

Indikator5.1.2. Number of awarded scholarships/students	
Description	Indicator 5.1.2. refers to the operational objective 5.1 Establishing of a student mobility fund and scholarships for foreign students where it is planned to determine the procedures for filling up the Fund through which the mobility of domestic students for one to two semesters will be stipulated, as well as the scholarship for studies of a foreign student one cycle of studies at the University of Bihac. In order to realise the activity, it is necessary to apply for funds; implement the procedures for announcing the application for scholarships; establish a commission for the selection of candidates.
Data	Office for Scientific Research and International Cooperation and Department of Economic and Financial Affairs of the University/Senate.
Applicability	In order to get funds for granting scholarships from the Fund, it is necessary first to establish the Fund itself, and then to provide funds from the Federal Ministry of Education and Science reserves, by applying to open calls. Since the implementation of indicators depends on a large number of factors in which finance is involved, applicability is extremely complex and demanding.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator5.2.1.	Fund for visiting professors established
Description	Indicator 5.2.1. refers to the establishment of the Fund for visiting professors/innovators/entrepreneurs which will aim to finance a recognisable scholarship for international experts working at UNBI.
Data	Office for Scientific Research and International Cooperation, Economic and Financial Affairs Department, UNBI Vice-Rector for Finance and Development are responsible for initiating the establishment of the Fund towards the Senate and the UNBI Management Board.
Applicability	At the moment, the University of Bihac does not provide funds for the stay of international experts at UNBI It means that the number of incoming mobility for visiting lecturers relates only to that mobility initiated and funded by the lecturers themselves and their institutions, resulting in the lack of visiting lecturers in some areas. The establishment of the Fund would provide funds for equal representation of experts in all areas, and would enable greater openness of the University. As for the establishment of the Student Mobility Fund, the cooperation of the Senate, the Management Board and the UNBI Founder is needed in order to provide a sub-account for these funds. Bearing in mind the procedures required by this step, it is to be expected that the complexity of this indicator is high.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator5.2.2.	Number of awarded scholarships per year/teachers, entrepreneurs, innovators
Description	Indicator 5.2.2. refers to the awarding of scholarships for guest lecturers annually to gain new knowledge, ideas and opportunities for teachers and staff in a cost-effective manner. The scholarship covering the costs of the lecturers would be sufficient to cover the minimal cost of living and food but the benefit to the University of Bihac is enormous.
Data	Office for Scientific research and International Cooperation together with Service for Economic and Financial Affairs of the University.
Applicability	In order to secure funds for granting scholarships from the Fund, it is necessary first to establish the Fund itself, and then to provide funds from the Federal Ministry of Education and Science reserves by applying to open calls. Moreover, it is necessary to conduct a public call for the application of experts, which is also conditioned by interest of the hosting experts at UNBI. Bearing in mind all of the above steps, the applicability of this indicator is extremely complex.
Application level	University
Complexity	Low/Medium/ <u>High</u>

Indikator5.3.1.	Number of established cooperation agreements through mobility programs
Description	Indicator 5.3.1. refers to the number of established cooperation agreements through mobility programs to be realised within the operational objective 5.3 Establishing cooperation with new partners through mobility programs.
Data	Office for Scientific Research and international cooperation; teams for Scientific Research and international cooperation in faculties.

Applicability	It can be said that the conditions for the application of this indicator already exist and the same is already being applied through the work of the staff of the UNBI Office for Scientific Research and International Cooperation, as well as through the initiation of certain UNBI teachers. Taking into account that the activities of seeking new partner institutions have so far been predominantly at the Office for Scientific Research and International Cooperation, that there are already calls for mobility programs and that the interest of new partners for cooperation with UNBI is growing every day, the applicability of this indicator is quite simple, It also includes the designated teams for Scientific Research and international cooperation in faculties.
Application level	University/faculties
Complexity	Low/Medium/ <u>High</u>

Indikator5.4.1.	Number of outgoing students/teachers' mobilities
Description	Indicator 5.4.1. refers to the number of outgoing mobilities within the operational objective 5.4. Improving the outbound mobility evaluation system at UNBI, in order to increase outgoing mobility at the UNBI. Although the increase in mobility has been more than evident over the past three years, it is necessary to motivate students and teachers more and more in order to find ways of valorising mobility for teachers, and through formal legal documents dealing with this field, such as the UNBI Mobility Rules . For students it is essential that recognition be done entirely in the spirit of the Lisbon Convention, which implies maximum flexibility in recognition and implies the recognition of learning outcomes, i.e. acquired knowledge, skills and competences avoiding the equivalence of study programs at the home institution and the host institution.
Data	The Office for Scientific Research and International Cooperation starts an initiative to the Senate, as well as amending the Rules on Mobility.
Applicability	The existence of a draft of the Book of Rules on Academic Recognition, as well as the prerequisites for amending the Rules on Mobility, makes the application of this indicator to a medium-sized.
Application level	University/faculties
Complexity	Low/ <u>Medium</u> /High

Indikator6.1.1.	Bosnian language course established
Description	Indicator 6.1.1. is committed to the establishment of a Bosnian Language Course made by employees of the Department of the Bosnian Language at the Faculty of Education at the University of Bihac and intended for foreign students (coming under the exchange program or enrolling/re-enrolling at the UNBI), as well as guest lecturers who wish acquire basic knowledge from the Bosnian language.
Data	Office for Scientific Research and International Cooperation, Commission for drafting the Rulebook on Starting a Bosnian Language Course for Foreign Students at the University of Bihac and the staff of the Department of Bosnian Language and Literature.
Applicability	The relatively simple applicability of this indicator is expected since there is an interest of the staff of the Bosnian Language Department for the implementation of this course, and the Senate of the University of Bihac has appointed a commission for the preparation of rules for conducting a course that will regulate all the specifics of the course itself.

Application level	University/faculties
Complexity	Low/ <u>Medium</u> /High

Indikator6.1.2.	Number of trained foreign students/teachers
Description	Indicator 6.1.2. refers to the realization of the indicator itself 6.1.1. or the implementation of a Bosnian language course.
Data	Office for Scientific Research and International Cooperation and employees of the Department of Bosnian Language.
Applicability	Although simple applicability of the indicators is expected 6.1.1. which is linked to indicator 6.1.2, applicability of indicators 6.1.2. is a bit more complex because its realisation depends on several other indicators affecting the number of foreign students and teachers.
Application level	University/faculties
Complexity	Low/ <u>Medium</u> /High

Indikator6.2.1.	Number of interdisciplinary studies at UNBI level
Description	Indicator 6.2.1. refers to the realisation of operational goal 6.2. Introduction of teaching in English.
Data	Office for Scientific Research and International Cooperation, Employees of UNBI, UNBI Senate, Quality Assurance Centre.
Applicability	The number of interdisciplinary studies at the UNBI depends on the number of UNBI teachers who are sufficiently knowledgeable and willing to conduct lecturing in English, as well as the decisions of the UNBI Senate and the opinion of the Cantonal Ministry of education, science, culture and sports on the justification for the establishment of such studies. Due to the necessary procedures for the establishment of such studies and the teachers preparation for teaching in English, the applicability of this indicator is very complex.
Application level	University/faculties
Complexity	Low/ <u>Medium</u> / <u>High</u>

Indikator6.3.1.	Number of regulations for enrolment of foreign students
Description	Indicator 6.3.1. refers to the creation of uniformed rules for the enrolment of foreign students at UNBI, since existing regulations were insufficiently defined and inconsistent.
Data	Office for Scientific Research and International Cooperation, Service for Legal, Human Resources and General Affairs, UNBI Senate, Drafting Commission.
Applicability	Creation of regulations for enrolment of foreign students implies the creation of a uniformed rulebook that would regulate in one place the way of enrolment, the cost of studies and other conditions necessary for enrolment of foreign citizens at the UNBI. Considering that this procedure requires the cooperation of the UNBI Senate and the Founder, a relatively demanding course of applicability of this indicator is implied.
Application level	University/faculties
Complexity	Low/ <u>Medium</u> / <u>High</u>

Indikator6.4.1.	Number of projects with participation of foreign students
Description	Indicator 6.4.1. supports implementation of operational goal 6.4. Designing projects that involve foreign students.
Data	Office for Scientific Research and international cooperation, teams for Scientific Research and international cooperation of faculties; ECTS coordinators, faculties.
Applicability	The applicability of this indicator is relatively complex given that the number of projects is first influenced by teachers' interest in creating such projects, then there are adequate calls for financing them, and ultimately the number of foreign students to participate in projects. It depends on the realisation of some other operational goals such as increasing mobility and the number of foreign students at UNBI.
Application level	University/faculties
Complexity	Low/Medium/High

Organisation of the monitoring process and evaluation of the plan implementation

The Scientific Research and International Cooperation Office together with the Scientific Research and International Cooperation Teams at the Faculties prepare the Annual Report on the Implementation of the Internationalisation Strategy with information on the level of achievement of objectives, activities carried out and the spent budget. At the same time, the Office develops a customized plan for realisation of the planned activities and achieving goals on an annual basis. The annual report and the adjusted plan are to be submitted to the Quality Assurance Committee at the University of Bihac, and for consideration and adoption by the Senate and the Management Board of the University of Bihac. Upon adoption by the Steering Committee, the Annual Report is to be published on the University website

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President of the UNBI Senate
Fadil Islamović, PhD