

Singidunum University in Belgrade

The Singidunum University was the first university to have all documents available, and everything was drafted in English. Not only did they provide an internationalisation strategy, but also action plans, mobility strategy etc. They should be congratulated on this effort. On the one hand, this made it easier to have a concrete and clear idea of their plans. On the other hand a lot of ideas are mentioned, not always linked to one another (link between different documents is not always clear).

The University of Singidunum provided us with:

- University strategy
- Internationalisation action plan 2014/2015
- Mobility strategy
- Action plan
- Protocol for Erasmus bilateral agreements
- Rulebook on student mobility & recognition of ECTS credits gained during the mobility period

Where are we now?

- Self-evaluation was not concluded in the document and could be added (SWOT or other)
- Mission statement is mentioned

Where are they going?

- 3 main objectives and 5 goals: they could be formulated in a more SMART way (cf. general remarks). Eg. some target numbers could be considered in terms of mobility.
- The links between the different documents are not always so clear: a goal mentioned in the strategy should be clearly linked to actions in the action plan and should further develop the ideas mentioned there (such as for CD: language courses, intercultural competencies, ..)
- As most of the universities, the main objectives are linked to curriculum development, more projects and mobility. It could be considered to also mention topics such as branding/recruitment, regional cooperation, strategic partners, networks, certain priorities
- Vision could be elaborated further and could be more specific

How will they get there?

- Annual evaluation is planned, achievement measurement techniques will be developed in due course, with annual modification. Given the rapid changes in the world around us this is positive, but has this proven to be realistic since 2014 when the plan was drafted? It was mentioned that a new plan would be drafted by February 2016.
- HR: 5 IRO staff are mentioned, the link to the faculties is not mentioned: will they be involved, informed, what is their task in the plan?
- Mobility strategy: the study referred to dates from 2009 and meanwhile the context of student exchanges in the Western Balkans has changed a lot due to the Erasmus Mundus Action 2 projects (the numbers going abroad went up quickly)
- The action plan/strategy for mobility contain many elements, but not always linked to each other and to the general strategy.

- Positive: rulebook for student mobility and the appointment of institutional contact persons, protocol for Erasmus bilateral agreements (remark though that equivalence is not a prerequisite for exchanges, it can be good to look for synergies or courses you cannot offer at Singidunum), I@H is considered