

## University of Belgrade

---

The University of Belgrade already adopted the strategy in 2014. We had only the strategy to our disposal and no accompanying documents such as an action plan with more details. This made the evaluation more general and abstract.

### **Where are we now?**

- Self-evaluation was not concluded in the document and could be added (SWOT or other), this is the basis of a good strategy plan. This self-evaluation might have taken place, but is not included or referred to in the strategy.

### **Where are they going?**

- The strategy is rather concise, but mentions a diverse number of elements going broader than just mobility, curriculum development and projects: international recruitment is mentioned, alumni networks, marketing, facilities linked to mobility. It should be considered to include I@H as the majority of students is not going abroad.
- The aims or objectives could be elaborated in a more concrete and SMART way: the objectives mentioned are not really measurable or time-bound. Perhaps this was elaborated in an action plan, but this was not available in English. The strategy forms a good basis though to further develop an action plan where all details are worked out.
- There are not much targets or numbers put forward, but it is for the number of international students: target of 10 %. Quantity should not be the only concern, but can help in shaping the goals and making them more concrete. Key performance indicators are important for monitoring the strategy's implementation.
- Vision could be elaborated further

### **How will they get there?**

- The strategy does not provide information about the resources needed (in terms of funding and available HR) and the division of tasks between rectorate and faculties
- Monitoring should be included in the strategy to measure progress and to adjust where necessary