

## State University of Novi Pazar

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The State University of Novi Pazar has worked on a general strategy, but also developed additional documents, which we welcomed. They provided us with:

- Strategy of internationalisation
- Strategy of academic mobility
- Rulebook on mobility and credit transfer

### 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?

- 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
- Regulation of student mobility and transfer of credits: this is a good initiative, but does not contain detailed information about recognition, we feel this should be further developed. Recognition is also mentioned under the actions, but this is not clarified either.
- Strategy of academic mobility: this is rather general. There are 10 objectives, of which only 5 refer to the general strategy. Positive is the link to unemployment and the need for entrepreneurship in the region, as this is the real context in which the university is working.
- 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.
- Vision could be elaborated further

### How will they get there?

- The actors in internationalisation are described: quality control office (monitoring), office for career development (including alumni, mobility and international cooperation) and the scientific research centre. The cooperation or division of tasks with faculties is unclear, as well as funding for resources. It could be considered to draft an action plan.
- Monitoring should be included in the strategy to measure progress and to adjust where necessary