

УНИВЕРЗИТЕТ У НОВОМ САДУ. UNIVERSITÉ DE NOVI SAD. УНИВЕРСИТЕТ В НОВИ-САДЕ.  
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NOVI SAD ÜNIVERSITESI. UNIVERSITAS NOVI SAD. УНИВЕРСИТЕТ В НОВИ САД. אוניברסיטת נובי-סאד.  
SVEUČILIŠTE U NOVOM SADU. ΠΑΝΕΠΙΣΤΗΜΙΟ ΤΟΥ ΝΟΒΙ ΣΑΔ. UNIVERSITETIT I NOVI SADIT.  
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UNIVERSITY OF NOVI SAD  
INTERNATIONALISATION STRATEGY

Novi Sad, July 2016

According to Article 16 and Article 73, Paragraph 1, Items 1 and 39 of the Statute of the University of Novi Sad, the Senate of the University of Novi Sad, at the session held on 12 July 2016, unanimously adopts

## UNIVERSITY OF NOVI SAD INTERNATIONALISATION STRATEGY

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### 1. Defining the concept and meaning of internationalisation

Internationalisation is a process of introducing international, intercultural and supranational elements into university teaching, research, and associated activities, for the purpose of a more comprehensive university involvement in the regional, European and global trends in the fields of science, higher education and knowledge transfer.

Internationalisation is a reciprocal process. While it endorses the increasing awareness and acknowledgement of foreign values, standards and accomplishments, it also presents one's own system of values and results in different domains, creating conditions for those to be recognised and accepted abroad.

Internationalisation is achieved through the scientific and educational interaction, which, to a lesser or greater extent, leads towards acquiring foreign national and/or foreign international accomplishments and standards. Under such circumstances, it is necessary to clearly define strategic orientations and strike a balance between the need to appropriately include the university into contemporary trends and the need to achieve other interests of the academic community and the society as a whole.

## 2. Strategic orientations of the University of Novi Sad

The academic community of the University of Novi Sad, which comprises more than 50,000 students and 5,000 staff, at 14 faculties and 2 scientific institutes, in four cities of Central Europe, shapes its own future alongside other scientific and educational institutions belonging to the European Higher Education Area, but is equally open towards collaboration with institutions situated in other parts of the world.

The University of Novi Sad fulfills its mission in the domain of science, education and knowledge transfer in accordance with the system of values generally accepted in developed European countries and applies the academic standards set out in international agreements signed and ratified by the Republic of Serbia.

By implementing unique European standards and acting in accordance with good and commonly adopted practices of the European countries, the University of Novi Sad removes obstacles that prevent or hinder the exchange of information, ideas, knowledge, people and resources in the European Higher Education and Research Area and thus confirms its inclination towards being an open European university. To this end however, the starting point, as a matter of principle, needs to be the fully respected fact of the University of Novi Sad being a public institution founded by the state, obliged to tend to the national interests in the field of higher education, science and knowledge transfer and to act in full accordance with the strategic documents and regulations enacted in the Republic of Serbia.

The University of Novi Sad has endorsed openness and cooperation in good faith that other institutions, which are advocating internationalisation, will act in accordance with the principles of mutual appreciation, equality and disapproval of any form of academic dominance.

## 3. Strategic objectives of the University of Novi Sad

### 3.1. In the domain of science

Strategic objectives in the domain of science are:

- introducing modern and commonly accepted standards of scientific work that are in place in developed countries;
- establishing broader cooperation with leading scientific institutions across the world;
- establishing extensive collaboration with scientists from other countries who are achieving outstanding results in their fields of expertise;
- creating conditions to include a larger number of emigrants from the territory of the Republic and Serbia and former Yugoslavia, who work in leading institutions worldwide, into scientific and development projects conducted at the University;

- creating conditions to involve a growing number of researchers from the University of Novi Sad in international scientific and development projects;
- creating conditions to ensure that leading scientists of the University of Novi Sad have ample opportunity to present their accomplishments to the international public;
- establishing more efficient exchange of data available to the University of Novi Sad;
- enabling wider and more efficient knowledge and technology transfer in the international framework;
- achieving notable results in a growing number of scientific fields, which will contribute to the University of Novi Sad remaining one of the leading research institutions in the region, becoming one of the leading universities in Europe, recognized worldwide as a forward-looking, high quality, successful scientific institution.

### 3.2. In the domain of higher education

Strategic objectives in the domain of higher education are:

- introducing modern and commonly accepted educational standards that are in place in developed countries;
- delivering innovative study programmes in collaboration with foreign higher education institutions;
- offering more study programmes in foreign languages;
- establishing broader cooperation with leading higher education institutions across the world;
- establishing extensive collaboration with eminent educators from other countries and involving them in the teaching process as guest professors;
- creating conditions to include a larger number of emigrants from the territory of the Republic and Serbia and former Yugoslavia, who work in leading institutions worldwide, into the educational process carried out at the University;
- creating conditions to involve more members of the University of Novi Sad's teaching staff into the educational process carried out at foreign universities;
- organising, in full measure, the participation of students in international (regional, European, world) competitions, aiming to provide a competent and objective assessment of quality of higher education delivered at the University of Novi Sad within its study programmes.

### 3.3. In the domain of knowledge and technology transfer

Strategic objectives in the domain of knowledge and technology transfer are:

- strengthening the innovation potential of the University and its members through broad and intensive cooperation with foreign institutions and associations;
- increasing the visibility of the University of Novi Sad regionally and globally, based on the high level of innovativeness and a large number of start-up and spin-off companies in the field of modern technologies;
- access to information of relevance to the development of new technologies;
- exchange of information of relevance to knowledge and technology transfer;
- active involvement of the University and its companies in international business trends;
- supporting the underdeveloped areas in the region and around the world, through beneficent knowledge and technology transfer.

#### 4. Strategic positioning

##### 4.1. Regional positioning

The University of Novi Sad has been, for some time now, one of the leading scientific and higher education institutions in the region. One of its strategic objectives is to keep this position permanently. At the same time, the University of Novi Sad, as a public and socially responsible institution, has an obligation to act for the benefit of development of other universities in the region that are in need of support and thus fostering the international reputation of the community it belongs to.

##### 4.2. Positioning in Europe

The University of Novi Sad is recognisable in Europe, but not to the extent of its full potential and its achievements in the fields of science, education and art. One of the strategic priorities is to increase the visibility, renown and reputation of the University and its members in the European Higher Education and Research Area. University as a whole, and the faculties and institutes it consists of, need to be actively engaged in relevant associations and networks, and in specific areas, have the leading roles.

##### 4.3. Global positioning

The University of Novi Sad needs to be recognised, valued and known, on a global scale, as an institution that has an active role in the fields of science, education and knowledge transfer. Teachers, researchers and students need to participate more extensively in global (world) scientific and expert conferences. To this end, the aim should be to have the most accomplished members of the academic

community representing the University, with adequate organisational and financial support at their disposal. With regards to available funds and other capabilities, concerted efforts should be made to organise highly ranked world conferences, either independently, or in collaboration with foreign institutions, in the areas where the University and its members achieve notable results.

The University of Novi Sad should give its contribution to the balanced development in the global framework and offer scientific, educational and technical support to individuals and institutions in underdeveloped countries, guided by the experiences and best practices of the most world-renowned universities.

## 5. International cooperation

### 5.1. Priorities

- 5.1.1. Cooperation with leading universities in the world.
- 5.1.2. Cooperation and networking with leading universities in the region.
- 5.1.3. Cooperation with foreign universities able to contribute to the fulfillment of strategic objectives of the Republic of Serbia, Autonomous Province of Vojvodina, four university cities, other local communities, as well as companies situated on the territory of the Republic of Serbia.
- 5.1.4. Cooperation with foreign universities located in the geographical areas inhabited by a larger population of Serbian nationality.
- 5.1.5. Cooperation with foreign universities which are of significance to the national minorities in the Republic of Serbia.
- 5.1.6. Cooperation with the universities in the region which need support from the University of Novi Sad.
- 5.1.7. Cooperation with universities in underdeveloped countries which need support of the University of Novi Sad in the domains of science, education and capacity building.

### 5.2. Bilateral agreements on cooperation

The University of Novi Sad needs to extend the range of institutions with which it will cooperate in the field of science and higher education. Bilateral cooperation should be established with leading universities and institutes able to contribute to the development and reputation of the University and its members. Nevertheless, the University of Novi Sad should support the progress of other, less known universities, fulfilling its regional and global mission.

### 5.3. Strategic partnerships

When there are advanced mutual interests of the University of Novi Sad and other foreign institutions, bilateral cooperation needs to be raised to the level of strategic partnership, which includes

coordinated activities in a number of different areas, joint coordination of large research and development projects, functional joining of resources which are at the disposal of partner institutions, mutual capacity building activities, a common approach towards third parties, and the like. Strategic partnerships need to be developed selectively and with institutions in the region and beyond, which are known for their remarkable results in the fields of science, education and knowledge transfer.

#### 5.4. Multilateral agreements on cooperation

The University of Novi Sad needs to be the initiator, holder and coordinator of large research and development projects, organiser and co-organiser of prestigious high-ranked conferences and other prominent international gatherings, in cooperation with other institutions and international organisations and associations. For this purpose, multilateral agreements on cooperation need to be in place.

#### 5.5. Networking with foreign institutions, organisations and associations

The University of Novi Sad needs to be part of existing networks of universities, international organisations and associations, which enable more continual, direct and functional connections in the fields of science, education and knowledge transfer. In the areas where there is a lack of adequate forms of organisation, the University of Novi Sad should initiate cooperation and assume responsibility for networking and coordination.

#### 5.6. Participation in mobility programmes of the European Union

More extensive exchange of professors, researchers, students and administrative staff, within the Erasmus+ Programme, and other mobility schemes funded by the European Union, is one of the strategic priorities of the University of Novi Sad and its members. In this framework, the aim is to achieve the appropriate balance between the incoming and outgoing mobility at the University of Novi Sad.

#### 5.7. Participation in mobility programmes of states, international organisations and associations outside the European Union

The University of Novi Sad has a strategic interest to establish and improve the exchange of professors, researchers, students and administrative staff with individual scientific and educational institutions and international organisations and associations whose seat is outside the European Union. This predominantly refers to the United States of America, the Russian Federation and the People's Republic of China.

The University of Novi Sad is open to the broadest cooperation in the field of science and higher education on the basis of equality and mutual respect.

#### 6. Action plan for internationalisation of the University of Novi Sad

The implementation of strategic orientations and objectives set out in this strategy will be defined in more detail by the Action plan for internationalisation of the University of Novi Sad, which will be adopted by the University Senate, upon prior consultations with the faculties, institutes and expert councils.

#### 7. Center for internationalisation of the University of Novi Sad

For the purpose of more efficient implementation of strategic orientations and the Action plan, there is a need to establish the *Center for internationalisation of the University of Novi Sad*, as an organisational unit without legal entity.

The Center would be in charge of preparing analytical documents and other data for the purpose of decision-making with regards to internationalisation.

#### 8. Office for international relations and internationalisation of the University of Novi Sad

The operational work related to the process of internationalisation is under the responsibility of the existing International Relations Office.

PRESIDENT OF SENATE

Prof. Dr. Dušan Nikolić