

**INTERNALIZATION STRATEGY  
OF THE HIGHER EDUCATION INSTITUTION „BANJA LUKA COLLEGE“  
FOR THE PERIOD 2022-2027.**

# **HIGHER EDUCATION INSTITUTION „BANJA LUKA COLLEGE“**

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According to Article of the Law on higher education („Official Gazzette of the Republike Srpske“, no. 67/20) and article 61. of the Statute of the Higher Education Institution „Banja Luka College“ in Banja Luka, Senat of the Higher Education Institution „Banja Luka College“ has issued on the meeting held on 02/07/2022

## **INTERNATIONALIZATION STRATEGY OF THE HIGHER EDUCATION INSTITUTION „BANJA LUKA COLLEGE“ FOR THE PERIOD 2022-2027.**

### **I – DEFINITION OF THE TERMS**

On the Higher Education Institution „Banja Luka College“ in Banja Luka (in further text: BLC) internationalization is the process of the application of international elements into higher education, research and system of the support for the purpose of including of the higher education institution into regional, European and global flows in science, teaching process and supporting system. Internationalization is a bilateral process. It consists, on the one hand, in knowing and voluntarily accepting other people's values, standards and achievements, and on the other hand, in presenting one's own system of values and results in various fields and in creating the conditions for them to be recognized and accepted abroad.

### **II – VISION AND MISSION**

#### *Vision*

BLC is organized as modern and leading institution of higher education in the field of business economics, management, media and communications as well as information technologies, maintaining partnership communication between teaching staff and students, and an optimal combination of modern teaching process, using information and communication technologies, in accordance with the needs of each student. It respects the principles of the European Research Area, and aims to strengthen the mobility of teaching staff and students. New ideas are encouraged, and the acquired knowledge is the basis for further individual development. BLC is a place where, through the internationalization of science, teaching and support systems, people, ideas and cultures are connected, contributing to the development of society, and a place that actively and productively influences development in the country, region, Europe and beyond.

## *Mision*

BLC is an institution determined to develop a scientific approach, lifelong learning, exchange of experience with other higher education institutions in the region, as well as in the European Union. It is open to improving and adapting its educational technologies in accordance with the educational system in Europe and the developed world. It strives to develop teamwork, verbal and text communication and efficiency in order to be part of the educational, economic and social development of the community and region. Higher education is recognized as attractive and creative, and BLC as an excellent partner in the region, Europe and beyond, where it works and educates internationally competent personnel, who respond to the challenges of global trends in a timely and professional manner.

## III – STRATEGIC GOALS OF BLC-a

BLC strives to improve personnel and infrastructural capacities, increase the mobility of students and staff, internationalize the teaching and scientific research process, and increase recognition, first of all, in the regional, European, and world academic community. By implementing unique European standards and acting in accordance with the good and generally accepted practice of European countries, BLC removes obstacles that prevent or hinder the exchange of information, ideas, knowledge, people and resources in a unified Europe and thus confirms its determination to be an open higher education institution.

The strategic goals of international cooperation are defined through four basic strategic goals:

1. policy of internationalization,
2. internationalization of the science,
3. internationalization of the teaching process,
4. internationalization of the supporting system.

### ***1. Policy of internationalization***

The goal of BLC is to achieve dynamic international cooperation. In order to realize the set goal, more comprehensive and detailed measures are defined in the Strategy of BLC

- 1.1. Adoption and/or amendment of legal and by-laws relevant to BLC's international cooperation in all segments.
- 1.2. Increasing financial allocations for international cooperation activities through the organization of a special fund for internationalization (scientific research work and international cooperation) at the BLC level and the participation through grants from the Ministry of Education and Culture of the RS and the Ministry of Science and Technology of the RS, the City of Banja Luka, from European and other programs available funds, through which:
  - Co/finance the stay of excellent domestic researchers, innovators and research teams, especially young researchers, who show notable results in scientific research work and international cooperation, mobility, knowledge transfer, etc. and actively participate in exchanges in reference international institutions.



- Financially support the publication of scientific papers in international scientific journals that meet the standards of influential citation databases, scientific books, teaching literature and journals in English or another foreign language, as well as in other foreign languages in accordance with the possibilities and presentation of papers at reference international scientific meetings.
- Provide access to international databases of journals and the most important scientific databases of monographic publications.
- Co-finance the engagement of distinguished scientists, teachers, artists and experts from prestigious BLCs in teaching at BLC as guest lecturers for a shorter or longer period.
- Co-finance international summer schools, seminars, workshops.
- Accreditation of a large number of existing study programs.
- Membership of BLC in leading international higher education networks and implementation of the opportunities and advantages they provide, and more active participation in international higher education networks
- Increasing the implementation of activities from signed cooperation agreements and concluding new cooperation agreements through strategic partnerships with reputable universities and institutes abroad, and increasing the active participation of employees in their implementation.

1.3. The modern system of evaluation of scientific research and educational work according to internationally recognized standards when choosing teaching-scientific, scientific and artistic professions:

- stay of professors and associates at institutions abroad for research, teaching or training,
- publication of papers in international reference scientific publications, citations in reference scientific publications, teaching in English or another foreign language, other types of international contribution such as international projects, organizing various international events, etc.

## ***2. Internationalization of science***

The goal of BLC is a greater number of internationally recognized scientific research activities. In the Strategy, it was established that the recognition of BLC, the development of science, and thus the teaching process, largely depends on international cooperation.

The measures of internationalization of science are:

2.1. Joint scientific research activities with reputable foreign institutions, through cooperation with internationally recognized researchers with the aim of: increasing scientific production and improving the quality of scientific research work, improving teachers and doctoral students, etc.

2.2. Participation and/or organization of international scientific conferences with reputable foreign higher education and scientific institutions, invited lectures, summer schools, seminars, etc.

2.3. Publication of international scientific journals that meet the standards of influential citation databases and/or publication of papers in such journals.

2.4. Alumni networks and connections with the diaspora and researchers from these areas

### ***3. Internationalization of teaching***

The goal of BLC is a teaching process based on scientific research, international cooperation and students' practice.

Measures of internationalization of teaching are:

3.1. Regionally and internationally recognized study programs with the aim of raising the quality of study programs and their internationalization, and increasing incoming mobility.

3.2. Multidisciplinary/interdisciplinary study programs at the BLC level with the possibility of teaching in English.

3.3. Increased outgoing and incoming mobility of students and staff:

- Organization of student exchange as a mandatory part of curricula in the form of attending classes, research or professional practice.

- More active participation of BLC students and staff in exchange programs such as CEEPUS and Erasmus+ key action 1 - credit exchange.

- Engagement of distinguished scientists, teachers and experts from prestigious BLCs in teaching as guest lecturers.

- Organizing lifelong courses with partners from abroad using on-line platforms to ensure the necessary qualifications of staff, but also for the needs of the general public.

3.4. Organizing international cultural activities and creating international cultural content.

### ***4. Internationalization of the support system***

The measures of internationalization of the support system are:

4.1. Personnel strengthening of international cooperation and training:

- Improving international cooperation by strengthening institutional and personnel capacities and creating a functional network of persons responsible for the implementation of all activities of international cooperation

- Encourage better work of the Center for Research Work, which will provide administrative and technical support in the process of application and implementation of international and national projects.

- Organizing staff training for writing international and other projects.

- Constant training of BLC administrative staff through international projects and stays at foreign universities in order to recognize and adopt good practices that will be applied at the University.

- Staff education in foreign language learning in order to increase the number of study programs in English or another world language.

- Establishing the BLC website in English, which will be regularly updated and where all relevant facts related to the educational process, scientific and research activities



(implementation, coordination of projects), data on laboratories and other activities will be available and support services.

- Information packages in Serbian and English (study programs, curricula, engaged professors and associates, relevant by-laws and transcripts of grades, and appropriate certificates required for the purpose of achieving mobility), in order to facilitate mobility and create the necessary assumptions for its realization.
- Information campaigns on the possibilities of student and staff mobility through posting information on BLC websites, as well as other types of mobility promotion in the form of workshops in which students and staff who participated in the exchange would participate.
- Preparation and distribution of promotional material in Serbian and English: brochures, leaflets, etc.
- Institutional appearance and presentation of BLC at fairs, conferences and similar events for the purpose of promotion.
- More active participation of BLC and members on social networks.

#### 4.2. Additional support systems:

- An integrated information system with a subsystem for the field of international cooperation in order to monitor all activities in international cooperation.
- Motivating and supporting the preparation of proposals for scientific research, educational, professional and other projects in cooperation with international partners and applying for existing European funds, i.e. funds of other international organizations.
- Involvement of internationally recognized experts in the assessment and improvement of the quality assurance system at BLC.
- Creating support for student exchange

### **IV – STRATEGIC POSITIONING AND STRATEGIC PARTNERSHIPS**

Through increased exchange of staff and students, as well as through more active participation in international scientific research, educational, cultural, sports and professional activities, BLC should be one of the leading higher education institutions in the region and one of its strategic goals should be to permanently maintain that position.

Likewise, BLC should attend at least one high-ranking international meeting and publish internationally recognized publications, participate in scientific research projects with reference international institutions.

It is necessary that the available resources are optimized and the identified deficiencies removed or underdeveloped segments improved, which would make BLC much more visible and recognized in the European area.

It is necessary to provide support for multidisciplinary and interdisciplinary joint study programs and/or double/multiple programs with partners in Europe, significantly increase the exchange of students and staff between higher education institutions in Europe.

The formation of strategic partnerships with reputable foreign institutions primarily from the region, and then Europe, based on common interests, with the aim of implementing joint activities in the field of teaching, science, technology transfer and innovation are an important aspect of BLC's internationalization. Strategic partnerships will result in strengthening the capacity of partner institutions in various segments (teaching, science, technology transfer and innovation) and in achieving new and better results, recognition and positioning of partners in regional, European and global frameworks. Strategic partnerships should be developed



selectively with institutions that are known in the region and in the wider area for their high results in the field of science, education and knowledge transfer.

#### ***4.1. Networking with foreign institutions, organizations and associations***

BLC should be included in the existing networks of higher education institutions, international organizations and associations, which enable a more permanent and direct functional connection in the field of science, education and knowledge transfer. In areas where there is no adequate form of organization, BLC should initiate cooperation and take responsibility for networking and coordination.

#### ***4.2. Participation in mobility programs of the European Union***

Wider exchange of professors, assistants, researchers, students and non-teaching staff, within the Erasmus + program and other mobility programs supported by the European Union, is one of the strategic priorities of BLC. Within those frameworks, an appropriate ratio should be established between the number of those who go to other universities and those who come to BLC.

#### ***4.3. Digitization of the work process***

BLC should develop and support the digitization of work processes on international projects and mobility programs, in order to adequately respond to new, mandatory aspects of EU programs in the field of education, training, mobility, youth and sports, as well as EU programs in the field of science, knowledge transfer and technology. BLC should continuously and systematically develop technical and human capacities in order to implement the new EU initiative European Student Card Initiative, which includes a complete transition to "paperless work" as well as other tools foreseen in the implementation of new types of international cooperation.

#### ***4.4. Environmental protection measures***

BLC should develop a unique institutional policy for environmental protection and sustainable development, which is based on current international and national policies, laws and practices in this area. BLC should consistently apply environmental protection measures when implementing international mobility projects and programs. By complying with existing regulations and improving practice at the local level, BLC will contribute to reducing the negative impact on the environment during the implementation of international mobility projects and programs. Measures and good practices that are already implemented to some extent include economical travel planning, digitization of administrative procedures, communication via online platforms, e-publications, creation of promotional materials in electronic form, development of strategic cooperation with relevant stakeholders in the field of environmental protection.

#### ***4.5. Inclusion in the internationalization process***

BLC should support inclusiveness and equal opportunities for participation in international mobility projects and programs and develop a common institutional policy that would enable greater scope and quality of participation of all vulnerable groups. Measures and policies at the

BLC level should cover disability, disadvantaged socioeconomic status, educational barriers, cultural differences, geographic barriers, health problems, refugees and all other disadvantaged categories.

### ***5.5. Civic activism in the process of internationalization***

BLC should support social and civic engagement activities in the process of internationalization. By means of the Student Parliament, it should integrate foreign students in activities that contribute to the local social community, to find mechanisms that recognize and recognize the voluntary work of students in the community, and to develop cooperation with all sectors in which the social engagement of students and employees can be organized. BLC should support the mobility of its students, which in addition to studies includes practice in order to strengthen social and civic engagement at partner universities. BLC should support international projects with a clearly expressed dimension of contribution to the social community.

### **Indicators**

#### **1. Internationalization of science**

- 1.1. International projects
- 1.2. International publications
- 1.3. International conferences

#### **2. Internationalization of teaching process**

- 2.1. Achieved exchange of outgoing students
- 2.2. Realized exchange of incoming students
- 2.3. Realized exchange of outgoing staff
- 2.4. Realized exchange of incoming staff
- 2.5. Recognition of periods of study spent abroad

#### **3. Internationalization of services**

- 3.1. Distribution of relevant information related to internationalization
- 3.2. Digitization

#### **4. Environmental protection**

- 4.1. Realization of "no paper" documentation
- 4.2. Usage of solar energy

#### **5. Inclusion**

- 5.1. Equal opportunities for all

#### **6. Civic activism**

- 6.1. Integration of students into social activism

PRESIDENT OF THE SENATE  
  
Ph.D. Mladen Miroslavljević

