



University of Dubrovnik

**THE UNIVERSITY OF DUBROVNIK
INTERNATIONAL AND INTERINSTITUTIONAL
COOPERATION STRATEGY
2019 – 2025**



Pursuant to Article 59 of the Act on Scientific Activity and Higher Education (Official Gazette No. 123/03, 198/03, 105/04, 174/04, 2/07 – the Decision of the Constitutional Court of the Republic of Croatia, 46/07, 45/199, 63/11, 94/13, 139/13, 101/14 - Decision of the Constitutional Court of the Republic of Croatia, 60/15 - Decision of the Constitutional Court of the Republic of Croatia and 131/17) and pursuant to Article 60 of the Statute of the University of Dubrovnik, the Senate of the University of Dubrovnik at its 156th session as of March 27 2019 adopted the following STRATEGY FOR INTERNATIONAL AND INTERINSTITUTIONAL COOPERATION OF THE UNIVERSITY IN DUBROVNIK 2019-2025.

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INTRODUCTION

INTRODUCTION

The University of Dubrovnik is located in the city of Dubrovnik (about 42,000 inhabitants), the administrative centre of the Dubrovnik-Neretva County (about 120,000 inhabitants), located in the south-eastern part of Croatia. It was founded in 2003 and today it acts as one of the eight public and four integrated universities in the Republic of Croatia.

It consists of six departments, the Institute for Marine and Coastal Research and the Institute for Mediterranean plants. At the University of Dubrovnik, students acquire knowledge in the fields of maritime affairs, economics and business economics, electrical engineering, computing, aquaculture, communication, art, conservation-restoration, history and nursing.

International cooperation has always been of particular interest for the development and affirmation of the University of Dubrovnik. Unique geographic position of the city of Dubrovnik and its historical and tourist significance are just some of the reasons why international development is an important strategic objective of the University. Hence, the University of Dubrovnik has been aligning its activities with the European and global trends in higher education ever since. In the academic year 2004/2005 the University implemented the Bologna Declaration and all the programmes are compliant with it. The Department of art and restoration began collaboration with Palazzo Spinelli from Florence already in 2005/2006.

The mobility of students, teaching and administrative staff at the University of Dubrovnik were very early recognized as highly important in the process of internationalization. Namely, in the academic year 2008/2009 the University of Dubrovnik participated in the pilot project of the Ministry of Science and Education entitled "Bilateral Academic Mobility Program", as a preparation for joining the Lifelong Learning Programme (LLP), i.e. the Erasmus sectorial programme.

Since 2010/2011 the University has been participating in the LLP based on the Charter affirming that it met the necessary requirements. At the beginning of 2014, and at the end of the LLP, the European Commission awarded the Erasmus Charter for Higher Education 2014-2020 to the University, thus enabling its participation in the activities of the new Erasmus + programme for that period. Therefore, the University signed cooperation agreements with more than 150 institutions, mostly from Europe but also from other countries such as the United States, Australia, Israel, Uzbekistan, Vietnam, Kenya, etc.

In the past four years, in collaboration with the University of Palermo, double degree programmes in Marketing, Economics and Tourism were launched as the first of this kind in the field of economics in Croatia. In autumn 2018, the first graduates were promoted.

The importance of internationalization is noticeable in the adoption of the International Development Strategy of the University of Dubrovnik (2009-2015) and the Institutional Development Strategy of the University of Dubrovnik 2016-2025, documents in which international recognition is emphasized as one of the most important objectives of future development, while strongly encouraging the mobility of students and staff. Pursuant to the

aforementioned documents, international and inter-university cooperation must be a permanent focus of the University. It will enable student and teacher mobility, the launch of joint and / or double degree study programmes, scientific and other projects, and inclusion in European programmes and associations.

The University of Dubrovnik has been participating in the mobility programmes since the academic year 2008/2009 when first students took part in it. The results of recent international co-operation activities are visible in a continuous increase in the number of realized mobility, so in the previous period (2008 - 2018) 158 students and 162 staff members of the University went abroad within various mobility programmes (Bilateral Mobility Program, LLP - Erasmus , Erasmus +, CEEPUS). At the same time, within the aforementioned mobility programmes, there were 415 foreign students and 316 members of (non)teaching staff from foreign partner institutions coming to the University of Dubrovnik.

It is important to point out some of the recent activities undertaken by UNIDU which to a greater extent contribute to the development of international cooperation:

- introducing and continually increasing the number of courses taught in foreign languages, particularly in those departments that lack such courses, so more than 145 courses in English have been offered at the university departments;*
- signing new bilateral inter-institutional cooperation agreements and the expansion of co-operation on new activities with some of the current partner institutions;*
- hosting international experts (conferences, workshops and lectures);*
- organizing a number of activities promoting international cooperation, various international programmes / projects, etc. (info days for students and staff, the University of Dubrovnik Fair, roundtables, workshops, promotion in local / regional media);*
- organizing Erasmus + week for (non) teaching staff from partner institutions*
- orientation week for foreign students before the beginning of each semester;*
- free of charge Croatian language course for all incoming students, followed by a regular two level course (A1 and A2).*

This Strategy is the follow-up to the University of Dubrovnik development strategy 2016-2025 and the University of Dubrovnik international development strategy 2009 - 2015. It was developed in line with the relevant national and international strategic documents and other acts. It complies not only with the Strategy for education, science and technology ("Official Gazette", 124/14), which sets the internationalization of higher education and its better integration into the European and global higher education as one of strategic goals, but also with the Strategic plan of the Ministry of science and education of the Republic of Croatia for the period 2019-2021. The Europe 2020 strategy as a strategic development document at EU level is a reference framework for this Strategy, while other relevant documents to be mentioned are the Lisbon Recognition Convention (the Convention on the Recognition of Qualifications concerning Higher Education in the European Region), and the Mobility strategy 2020 for the European Higher Education Area (EHEA).

When adopting a new strategy, the starting point were the Standards and guidelines for quality assurance in the European Higher Education Area as well as the recommendations from the reports

produced by international expert committees of the Agency for Science and Higher Education outlined during the procedures of re-accreditation of university departments.

The adoption of Strategy corresponds to the University's completion of its first cycle of international development. Most of the signed agreements on bilateral co-operation will expire next year (2020), so the aim of this strategy, based on the acquired experience, is to set guidelines for further development. This is the time when internationalization of education and research is an imperative without which the development of an academic institution cannot be planned. Against this background, the University sees the opportunity to become distinctive and ensure its recognition beyond national frameworks. Likewise, negative demographic trends in the Republic of Croatia, as well as the increased competition at the national higher education level underpin the need to attract foreign students. Accordingly, the Senate of the University of Dubrovnik, at its 151st session as of September 28, 2018, issued a new Ordinance on international mobility, which, based on previous experience, thoroughly regulates certain segments of mobility with the aim to increase the quality of participants in the mobility.

In the next period, the University will strive to further develop international activities with a special emphasis on the qualitative aspects of co-operation with partner institutions. In particular, it will be important to launch study programmes taught in English, attract more international full-time students, and define specific research guidelines that will ensure national and international recognition. To achieve these objectives, the University will continue to rely on Erasmus + (and its successor) programme as the most important programme within the European Union for financing the mobility and cooperation in the field of education, while using its various activities to achieve individual tasks (Erasmus Mundus, Jean Monnet, Knowledge Alliances, etc.). Other available programmes that enable mobility and cooperation in the field of higher education and research (Horizon 2020, CEEPUS etc.) should be activated as well. The future development of international activities will certainly be enhanced by the long-awaited student residences whose construction is scheduled to be completed in 2020. With 503 planned beds, this accommodation facility will help address the great problem of non-resident students - their accommodation. The University should also continually work on raising the quality of study programmes, research and student standards to ensure its competitiveness at the international level.




VISION AND MISSION

INTERNATIONAL AND INTERINSTITUTIONAL COOPERATION - VISION

The vision of the University of Dubrovnik is to become an internationally recognizable and globally competitive university founded on the principles of excellence in teaching and research, high ethical standards, principles of free exchange of ideas, creativity, innovation and entrepreneurship. Against that background, it should conduct joint studies with partner institutions as well studies delivered in a foreign language that will enable foreign students to enrol in university programmes and obtain their diplomas.

INTERNATIONAL AND INTERINSTITUTIONAL COOPERATION - MISSION

The mission of the University of Dubrovnik is to provide high quality education that is internationally recognized and competitive and to be a regional leader in education and research in selected disciplines. It should be a link to equivalent institutions abroad, thus enabling international mobility and cooperation with their students, employees and associates. Also, it should act as a gateway to Dubrovnik and Croatia for the members of the international academic community and the Croatian Diaspora. The University should launch new initiatives and be the partner to local community and economy in finding solutions to many problems and challenges we face and hence contribute to the economic, social and cultural development of the City, the County and the Republic of Croatia.



ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

SVEUČILIŠTE O
UNIVERSITAS STUDIORUM
UNIVERSITY OF DUBROVNIK

ANALYSIS STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

<p>Strengths:</p> <ul style="list-style-type: none"> – experience in inbound mobility (in terms of size the most successful university in attracting foreign students to the Republic of Croatia) – experience in foreign language teaching organization – experience in the organization of study programmes in cooperation with international partners – completion of student residences – experience and infrastructure in organizing and holding scientific and expert meetings. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> – lack of accommodation for students and visiting lecturers – insufficient international visibility of the University – insufficient activity on Horizon 2020 and other international projects.
<p>Opportunities:</p> <ul style="list-style-type: none"> – the international recognition of Dubrovnik – the adoption of a new law regulating the quality assurance in science and higher education and the launch of joint programs – launch of study programmes delivered in English – profiling of certain study programmes and research guidelines that will ensure national and international recognition of the University – establishing centres of excellence – establishing Office for science – employment of researchers through projects, especially assistants and postgraduates, and persons in charge of project management. 	<p>Threats:</p> <ul style="list-style-type: none"> – geographical isolation – costly living expenses in Dubrovnik – tough competition for obtaining research projects in the EU, – limitations on employment – population decline and the associated risk of reduced number of students

A decorative stone urn with a plant on a balcony railing overlooking a body of water. The scene is partially obscured by a large, semi-transparent white circle with a dark red border. The word "OBJECTIVES" is written in a dark red, serif font across the center of the white circle.

OBJECTIVES

OBJECTIVES

Strategic objective

The Strategic Objective of the University of Dubrovnik is to be a leader among Croatian universities in the internationalization process and to be recognizable on European scale in specific scientific and artistic areas. This will be achieved by raising the quality of research, teaching and professional work, and further developing international cooperation and increasing the number of inter-institutional agreements. Prerequisites for this are the implementation of national and international research projects, inclusion and participation in international associations, and the launch of study programmes tailored to new social circumstances that, according to the needs and opportunities, will be carried out in cooperation with foreign partners and accessible to foreign students. Quality assurance and certification is achieved with the appropriate certificates (ISO 9001, HR Excellence in Research) and if necessary new certificates would be obtained.

Direct objectives

The University sets the following objectives and tasks for the realization of the above mentioned strategic objective.

Objective 1. Strengthen cooperation with foreign higher education and scientific institutions

Since its foundation, the University has initiated inter-institutional and international agreements. This process was intensified by joining the Erasmus programme it concluded 150 bilateral agreements from different areas with institutions from European countries and 10 agreements with non European institutions, mostly agreed upon under the Erasmus + programme.

Task 1.1. Cooperation with partner institutions which proved to be successful over the past ten years will continue, whereby the feedback given by the university components will be used in the process together with the internal analysis of cooperation and agreements concluded.

Indicators: the number of institutions that continue cooperation with the University.

Time frame: continually.

Authoritative bodies: Rector, Vice-Rectors, heads of university components.

Task 1.2. New cooperation will strategically be planned based on the principles of compatibility and complementarity, and the geographical coverage of collaboration will be expanded on parts of the world where we lack cooperation. In addition, we should encourage cooperation with the institutions that are ahead of us in terms of quality, research development and study activities (for the sake of acquiring new knowledge), but also associate with those that lag behind us (for the sake of dissemination of our own knowledge).

Indicators: the number of institutions that signed new cooperation agreements with the University.

Time frame: continually.

Authoritative bodies: Rector, Vice-Rectors, heads of university components.

Objective 2. Increase the number of memberships in respectable international networks and associations for global positioning and involvement in research trends

The objective of university associations (*European University Association, European University Foundation etc.*) is to strengthen cooperation among member institutions, to jointly influence decision-makers in the field of higher education, to facilitate access to international sources of funding, to achieve better international visibility etc. University networks (CEEPUS, European University Networks etc.) consist of a smaller number of institutions joined to create a framework for research and educational co-operation, to launch a project or a joint study. Engaging in such networks and associations will provide timely information on global trends in higher education and on internationalization news, and provide platforms for establishing new forms of co-operation.

Task 2.1. Registration and inclusion in inter-institutional networks and associations will be encouraged to strengthen co-operation and foster new forms of cooperation with partner institutions

Indicators: the number of international networks and associations in which the University is a member institution.

Time frame: continually.

Authoritative bodies: Rector, Vice-Rectors, heads of university components, Office for international relations and research projects.

Task 2.2. Participation in seminars, conferences and other activities useful for the University and organized by the aforementioned associations.

Indicators: the number of events attended by representatives of the University.

Time frame: continually.

Authoritative bodies: Rector, Vice-Rectors, heads of university components, Office for international relations and research projects.

Objective 3. Advocate the introduction of foreign language teaching, with emphasis on setting up a study programme delivered in a foreign language

Since entering the Erasmus programme, the University has started to offer courses in a foreign (English) language, and the number of such courses is steadily increasing each year. Currently, it offers more than 145 courses in English, but it does not offer a full curriculum in a foreign language. The introduction of such programmes will open the doors of the University to those foreign

students who want to stay for more than a semester or two. These students will, unlike the visiting Erasmus students, then count as the University of Dubrovnik students and will obtain its diploma. Thus, the University ensures the validity and financial viability of individual studies. Courses organized within the curriculum in a foreign language will be offered simultaneously to Erasmus and other visiting students. The objective is to launch at least one foreign language study programme on each of the constituents by the end of the Strategy period.

Task 3.1. Analysing the current situation and promoting courses delivered in foreign languages in departments and studies which lack it in order to increase the student's inbound mobility.

Indicators: analysis and activities carried out to encourage the organization of courses held in foreign languages.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 3.2. Launch of study programmes in a foreign language. The existing study programmes (in Croatian language) can be used to that end, while courses already delivered in a foreign language will eventually be grouped to launch a study programme taught in a foreign language. Erasmus +, the ESF programmes (The Operational Programme Efficient Human Resources), as well as other projects that cover this activity will be used for this purpose

Indicators: the number of study programmes held in a foreign language

Time frame: continually.

Authoritative bodies: Senate, Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 3.3. Increasing the number of study programmes organized in cooperation with international partners (double degree, joint degree, etc.). In this regard the relevant specialized programmes should be used (Erasmus Mundus, CEEPUS networks etc.) as well as the system of encouraging the inclusion of Croatian higher education institutions in joint studies, envisaged by the Strategy for Education, Science and Technology of the Republic of Croatia.

Indicators: the number of study programmes carried out in cooperation with international partners.

Time frame: continually.

Authoritative bodies: Senate, Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 3.4. Offer to Erasmus and other visiting students only courses conducted within a study programme delivered in a foreign language or courses within a joint study programme (from the academic year 2022/2023).

Indicators: A list of courses from the existing study programme delivered in a foreign language offered to Erasmus and other visiting students

Time frame: academic year 2022/2023

Authoritative bodies: Vice-Rector for international cooperation and science heads of university components, Office for international relations and research projects.

Task 3.5. Improve the quality of teaching delivered in a foreign language (introduction of the ISVU interface in English, international student survey carried out by means of ISVU system, teachers who were twice rated below the specified standard will be exempt from teaching, etc.).

Indicators: Introduced ISVU interface in English, number of foreign students who completed the survey.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects, Office for undergraduate and graduate studies.

Task 3.6. Targeted promotion of study programmes delivered in a foreign language at international fairs of higher education as well as among members of the Croatian diaspora (in cooperation with the Ministry of Foreign Affairs and the Central State Office for Croats Abroad). Higher education institutions from Croatia will be promoted abroad under the slogan "Study in Croatia", with other promotional activities used and coordinated by the Ministry of Science and Education and the Agency for mobility and EU programmes.

Indicators: the number of international fairs where the study programmes of the University held in a foreign language were promoted.

Time frame: continually.

Authoritative bodies: Vice-Rectors, heads of university components, Office for international relations and research projects, Marketing office

Objective 4. Encourage the inbound and outbound mobility of students and staff

The basic principle of internationalization is the mobility of students and staff. The University of Dubrovnik, as one of the smallest universities in Croatia, has a very large number of inbound student mobility, which in 2018/2019 exceeded 120 students. However, when comparing the number of inbound student mobility with the outbound (33 students in 2018/2019), it is clear that much work is still needed to establish reciprocity between inbound and outbound mobility. With regard to the mobility of staff in this academic year, the University will have around 100 incoming members, and between 40 and 50 staff members of the University will participate in the mobility programme. It is evident that in the next period activities will have to be intensified to encourage more staff responsiveness to mobility tenders. Therefore, it is necessary to continually work on removing obstacles and strengthening institutional support for mobility participants (automatic recognition of mobility period for domestic students, improvement of financial conditions for outbound mobility, reduction of obstacles to multi-month mobility of employees). With the use of the Erasmus+ programme as the main source of funding, other options for financing

student and teacher mobility should also be included. Additionally, the University assigns the following tasks.

Task 4.1. Encouraging outbound student mobility - increased number of mobile students, especially in departments where outbound student mobility is negligible. Continually promoting mobility programmes and designing promotional materials. Promotion will include the Student Union, ESN and other student associations.

Indicators: the number of outbound student mobility.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 4.2. Strengthening language skills of our students for better preparation for mobility (e.g. organization of foreign language courses, introduction of English as a compulsory course in all study programmes).

Indicators: the number of domicile students with language skills required for outbound mobility.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects, Foreign language centre.

Task 4.3. Achieve a level of 10% of domicile students participating in mobility programmes by 2020 and a level of 15% by 2025.

Indicators: percentage of outbound student mobility.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects, Foreign language centre.

Task 4.4. Encouraging teachers to apply to competitive mobility programmes (Fulbright Program, CEEPUS etc.). Programmes and scholarships of the Ministry to support various types of mobility will be used (hosting foreign researchers in the Republic of Croatia, project of returning Croatian scholars to homeland, projects such as NEWFELPRO, ESF tenders, etc.).

Indicators: number of teachers applying to mobility programmes; the amount of additional financial support (apart from the Erasmus + programme).

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 4.5. Achieve employee participation rate of 25% on a yearly basis in mobility programmes by 2025.

Indicators: the percentage of outbound staff mobility

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects

Task 4.6. Strengthen teacher language skills to improve the quality of teaching in a foreign language. Compulsory testing of language competences for all those who teach in a foreign language from the academic year 2019/2020.

Indicators: number of teachers tested for teaching in a foreign language.

Time frame: continually (compulsory testing since academic year 2019/2020).

Authoritative bodies: Senate, Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 4.7. Stimulating the inbound student and staff mobility and continuously updating information and materials in English, with the emphasis on regular updates and timely publication of the Course Catalogue on the University's website.

Indicators: number of inbound student and staff mobility; updated Course Catalogue on the website www.unidu.hr

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 4.8. Providing continuous logistical support to incoming students and staff, especially in the segment of accommodation capacities (accommodation in student residences according to availability).

Indicators: percentage of incoming students and staff to whom logistical support was provided.

Time frame: continually.

Authoritative bodies: Office for international relations and research projects

Task 4.9. Ensuring a continuous follow-up of incoming students' satisfaction in terms of different aspects of staying at the University (ISVU survey, satisfaction survey regarding entire work done by the Office for international relations and research projects).

Indicators: number of surveys conducted for incoming students in the mobility cycle

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects, Office for undergraduate and graduate studies.

Task 4.10. Achievement of a 10% share of inbound mobility in the total number of students.

Indicators: the share of inbound mobility within the total number of students.

Time frame: 2025.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Objective 5. Spur internationalization at home.

The process of "internationalization at home" means having the benefit of internationalization of higher education and research available to all users regardless of their participation in any type of mobility. It is based on the interaction between domestic and visiting students and staff, on the use of digital technologies, as well as on internationalization of curricula, programmes, learning outcomes, research etc. The European Commission places great emphasis on this segment of internationalization because students and staff cannot and do not necessarily have to physically participate in mobility to feel part of the internationalization process.

Task 5.1 The level of awareness of the importance of internationalization among employees and students should continually be raised. Organization of workshops on the topic of internationalization at home and internationalization of curricula.

Indicators: Number of organized trainings for staff and students on the topic of internationalization.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 5.2. Domicile students should actively and continuously be encouraged to attend classes delivered in a foreign language. Such inclusion should imply additional ECTS credits (based on the Decision on classes delivered in a foreign language for full-time university students).

Indicators: number of domicile students attending classes delivered in a foreign language.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects

Task 5.3. Encourage eminent teachers from foreign universities to teach as guest lecturers.

Indicators: number of teachers from foreign universities to teach as guest lecturers.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 5.4. Encourage the inclusion of domicile students in the work of ESN (Erasmus Student Network). Greater involvement of Student Union so that incoming students could better integrate and domicile students gain experience of the internationalization at home.

Indicators: number of students involved both in the work of ESN and the organization of accommodation for international students.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 5.5. Organization of welcome week for international students held at the beginning of each semester, which is the opportunity to foster relationship between domicile and international students.

Indicators: number of organized welcome weeks.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 5.6. Launching a tandem language learning.

Indicators: Number of students participating in tandem language learning.

Time frame: as of 2020.

Authoritative bodies: Office for international relations and research projects, Foreign language centre, ESN.

Objective 6. Increase the number of international scientific, research, art, technology and expert projects

Since its foundation, the University has actively participated in the implementation of several international projects funded from various programmes (FP7, Horizon 2020, Erasmus +, IPA and Intereg programmes, etc.). However, the number of such projects compared to other institutions in the country is still relatively small, and the percentage of funding the University obtains in the total income of the institution over the past five years was on average 1.2%.

Task 6.1. Adoption of the University of Dubrovnik research strategy 2019 – 2025

Indicators: adopting new research strategy.

Time frame: up to summer 2019

Authoritative bodies: Senate, Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 6.2. Staff should be informed about calls for tenders and programmes. Employees should be stimulated to apply and participate in international projects (use financial support for UNIDU and MZO project applications).

Indicators: number of notices regarding international calls for tenders and programmes.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 6.3. Organization of workshops and lectures with the participation of experts for specific programmes.

Indicators: number of workshops and lectures held by programme experts.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects

Task 6.4. Set up office for science financed partly from the MZO funds and partly from project funds (indirect costs, items for project management). Calls for tenders meant for establishment of such offices will be used.

Indicators: established Office for science, the amount of funds to finance the office.

Time frame: up to 2020

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 6.5. Organization of professional training for persons involved in project management.

Indicators: number of persons qualified for project management.

Time frame: continually as of 2021.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 6.6. The share of 5% of funds agreed upon for the University included in the total income of the institution should be achieved with international projects.

Indicators: the share of funds from international projects included in the University's total income.

Time frame: up to 2025

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Objective 7. Foster the use of information and communication technologies (ICT) with an emphasis on E-Learning and digital trends in the higher education system

The use of information and communication technologies (ICT) is aimed at increasing the competitiveness and recognition of the University in the education processes. E-learning makes learning processes accessible to users regardless of the spatial or temporal distance and is part of

the local and state development strategies. It is not a substitute for classical learning, but serves as a qualitative supplement or an upgrade to the existing education process.

It was launched in 2008 at the University of Dubrovnik when Moodle software (*Modular Object-Oriented Dynamic Learning Environment*) for design and maintenance of e-courses was installed, enabling all teachers of the University of Dubrovnik to set the course in a virtual environment. Currently, the University uses Merlin, updated Moodle, adapted to the users' needs, and is connected to the ISVU system (Information System of Higher Education).

Task 7.1. The University English website redesign as it is the first point of contact for international teachers and students with the University of Dubrovnik.

Indicators: redesigned English website www.unidu.hr.

Time frame: end of 2019

Authoritative bodies: Vice-Rectors, Office for international relations and research projects, Marketing office, IT Support Centre.

Task 7.2. Introduction of an efficient online system - app for the registration of inbound and outbound mobility, thus enabling easier administration for exchange programmes. The objective is to enable fully registered and documented mobility with digital tools without paperwork.

Indicators: functional app to register inbound and outbound mobility.

Time frame: up to 2021

Authoritative bodies: Vice-Rectors, Office for international relations and research projects, Office for undergraduate and graduate studies, IT Support Centre, e-learning coordinator.

Task 7.3. Adopting e-learning strategy.

Indicators: Decision of the Senate on the adoption of E-learning strategy.

Time frame: end 2019

Authoritative bodies: Senate, Vice-Rectors, IT Support Centre, e-learning coordinator.

Task 7.4. Encourage E-learning, develop an online platform and digital teaching materials in a foreign language. Continually educate employees at all levels (from teachers to administrative services) about using digital trends and e-learning tools.

Indicators: the number of active courses in Merlin, the number of hardware and software tools to develop e-learning, the number of equipped e-learning classrooms.

Time frame: continually.

Authoritative bodies: Vice-Rectors, Office for international relations and research projects, Marketing office, Office for undergraduate and graduate studies, IT Support Centre, e-learning coordinator.

Objective 8. Organization and participation in international activities

Internationalization of higher education institutions is possible only if it is implemented at all levels of university functioning / business activities. The prerequisite for the visibility of a higher education institution in the international context is the organization and participation in international activities. In recent years, the University has organized several international conferences that are held periodically (DIEM, SINCERE, Dubrovnik Media Days) along with one-off meetings, and this practice should continue in the future. Office for international relations and research projects is organizing Erasmus + week each year dedicated to the visiting staff from international partner institutions, which is also planned to continue in the future. As for the participation in international fairs, the University has so far attended those in the neighbouring countries of Bosnia and Herzegovina and Slovenia. The Ministry of Science and Education in cooperation with the Agency for Mobility announces the possibility of co-financing the participation at international fairs, thus UNIDU will increase the number of visits to such events.

Task 8.1. Increase the number of international scientific and professional activities held at the University with the logistical support of the Student Centre in terms of accommodation in student residences.

Indicators: the number of international conferences organized by the University.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects.

Task 8.2. Adoption of Ordinance regulating the organization of scientific and other conferences at the University.

Indicators: adopted Ordinance regulating the organization of scientific and other conferences at the University.

Time frame: end of 2019

Authoritative bodies: Senate, Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 8.3. Participation of UNIDU at international fairs of higher education (brochures and other promotional materials that will ensure good visibility and international recognition of the University) for the promotion of study programmes delivered in English and attracting a large number of full time foreign students.

Indicators: number of international fairs attended by the representatives of the University.

Time frame: continually.

Authoritative bodies: Vice-Rectors, heads of university components, Office for international relations and research projects, Marketing office.

Task 8.4. Continued organization of Erasmus+ week for teaching and non-teaching staff

Indicators: number of organized Erasmus+ weeks.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, heads of university components, Office for international relations and research projects, Marketing office.

Task 8.5. *International fair* for our students will be organized at least once a year (with the participation of staff from partner institutions and incoming students) to introduce study programmes at partner institutions to domicile students.

Indicators: number of participants at *International fairs*.

Time frame: continually.

Authoritative bodies: Office for international relations and research projects, Marketing office.

Objective 9. Strengthen cooperation with international employers and labour market

Office for international relations and research projects that implements the Erasmus+ programme at the University of Dubrovnik has over the past few years recorded a growing interest of students for professional practice abroad. The main reason for that are the competencies that will help them with easier employment in the global labour market. Additionally, the Erasmus+ programme provides professional practice to alumni, which proved to be a successful initiative. The Office for professional orientation, student counselling and alumni organizes professional practice for students at the local level; however, cooperation with foreign institutions has not been initiated so far, which requires future activities in that regard.

This will contribute to better positioning of the University in the international labour market in two ways: the University's educational capacities will be presented to international employers and it will be easier for students to find employment on the international labour market, while on the other hand, the University as institution will be promoted abroad, thus attracting not only eminent scientists and researchers, but also the best foreign students who would enrol in some of the programmes offered in foreign languages.

It should be noted that the University of Dubrovnik adopted the Ordinance on recognition of extracurricular activities of students at the University of Dubrovnik in 2018 so that international professional practice can be additionally evaluated by awarding a certain number of ECTS credits.

Task 9.1. Concluding cooperation agreements with international companies where students can undertake professional practice (emphasis on study programmes where professional practice is mandatory). The Alumni database and alumni working abroad should be consulted to find international companies. Also, the resources from ESF fund planned for professional practice abroad will be used as well.

Indicators: number of concluded agreements for conducting professional practice abroad, number of professional practices abroad.

Time frame: continually.

Authoritative bodies: heads of university components, Office for international relations and research projects.

Task 9.2. Organizing workshops where students will strengthen their work skills in multicultural environment, skills in international negotiation, writing CVs and introducing themselves to employers in English, etc.

Indicators: number of workshops held for students.

Time frame: continually.

Authoritative bodies: heads of university components, Office for international relations and research projects, Office for professional orientation, student counselling and alumni.

Task 9.3. Inviting business people from reputable foreign companies to deliver lectures.

Indicators: number of lectures delivered by international experts at the University.

Time frame: continually.

Authoritative bodies: heads of university components, Office for international relations and research projects, Marketing office, Office for professional orientation, student counselling and alumni.

Task 9.4. Encouraging participation in the so-called *Knowledge Alliances* projects that connect education and entrepreneurship. This is the way to add to the entrepreneurial spirit, creativity and innovation among students and academic staff, thus making room for better employability in the labour market.

Indicators: number of *Knowledge Alliances* projects involving the University members.

Time frame: continually.

Authoritative bodies: heads of university components, Office for international relations and research projects, Marketing office.

Task 9.5. Regular advertisements for job vacancies with the help of Euraxess portal to attract the best researchers and scientists.

Indicators: number of job advertisements posted on the Euraxess portal.

Time frame: continually.

Authoritative bodies: Human resources.

Task 9.6. Continuation of the implementation of a European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers. Reaccreditation of Human Resources Excellence in Research will take place.

Indicators: steps undertaken in the implementation of a European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers

Time frame: continually (end of 2019 reaccreditation of HR *Excellence in Research*).

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects, Human resources.

Objective 10. Promotion of Croatian language and culture

The University has been conducting a two level (A1 / A2) English language course, intended primarily for foreign students and university employees. Focusing on the issue of language and culture is an important task for every academic institution, especially when it comes to languages with a relatively small number of native speakers. Contacts with the Croatian diaspora and their relationship with mother country are particularly emphasized.

Task 10.1. The continuation of courses designed for foreign students at the University aimed at the promotion of Croatian language, history, art, culture and so on.

Indicators: number of courses aimed at the promotion of Croatian language, history, art, culture and so on.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 10.2. Organizing and conducting a Croatian language learning course designed for foreign nationals and students from other higher education institutions.

Indicators: number of courses held in Croatian language, number of Croatian language course attendees.

Time frame: continually, depending on the interest.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 10.3. Organizing summer / winter schools and study trips to promote Croatian language and culture. Such activities will be organized in cooperation with the Ministry and the Central State Office for Croats Abroad, with accommodation provided in student residences.

Indicators: number of summer / winter schools and study trips for promotion of Croatian language and culture, number of summer / winter school attendants and study trips.

Time frame: continually.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

Task 10.4. Launching a one-year intensive Croatian language course for foreign students planning to enrol in Croatian studies at UNIDU (if needed). This would help students enrol in and attend study programmes delivered in Croatian.

Indicators: number of participants of one year's intensive Croatian language course.

Time frame: continually, depending on the interest.

Authoritative bodies: Vice-Rector for international cooperation and science, Office for international relations and research projects.

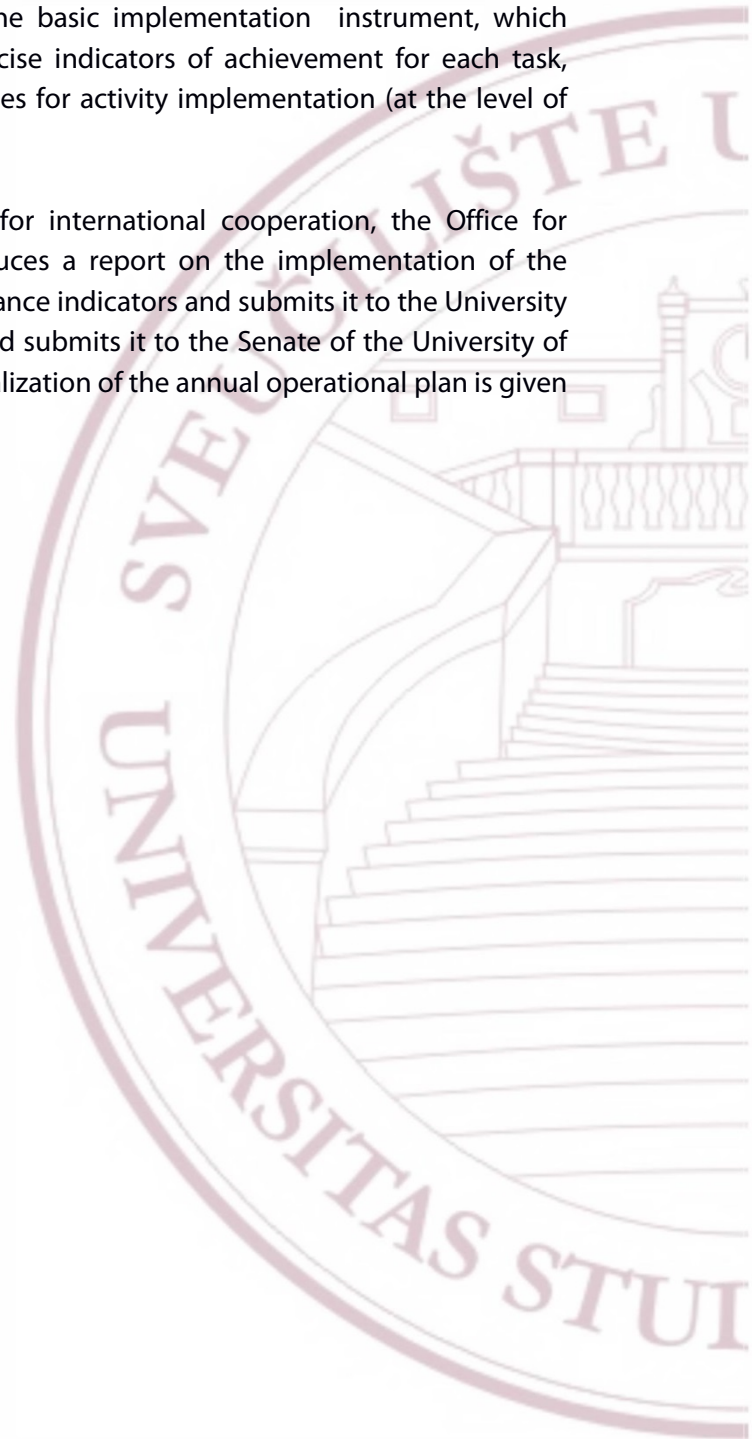


**STRATEGY
IMPLEMENTATION
AND
FOLLOW-UP
MECHANISMS**

STRATEGY IMPLEMENTATION AND FOLLOW-UP MECHANISMS

The appointed employees and bodies of the University of Dubrovnik are responsible for the implementation of this Strategy, and the implementation is co-ordinated by the University Board with the support of the Office for international relations and research projects. An integral part of the Strategy is the Operational Plan (Annex 1), the basic implementation instrument, which includes: an overview of objectives and tasks, precise indicators of achievement for each task, deadlines for accomplishing tasks and responsibilities for activity implementation (at the level of function, body or organizational unit).

Once a year, at the initiative of the Vice-Rector for international cooperation, the Office for international relations and research projects produces a report on the implementation of the Strategy for the previous year based on the performance indicators and submits it to the University Board. The University Board considers the report and submits it to the Senate of the University of Dubrovnik for approval. The report format on the realization of the annual operational plan is given in Annex 2 of this Strategy.



PARTICIPANTS IN STRATEGY DEVELOPMENT

The Proposal of the Strategy of international and inter-institutional cooperation of the University of Dubrovnik 2019-2025 was developed by:

- prof. Martin Lazar, PhD Vice-Rector for international cooperation and science
- Sandra Memunić, mag. oec., Head of the Office for international relations and research projects
- Nikolina Potrebica, mag. rel. publ., Erasmus coordinator
- Matej Trpin, LLB, Head of the Office for quality assurance.

The University Board and the Field Councils discussed the proposal of the Strategy of international and inter-institutional cooperation of the University of Dubrovnik 2019-2025. Based on the conclusions, the final proposal of the Strategy was defined and submitted to the University Senate for approval.