

INTERNATIONALIZATION STRATEGY COLLEGE "LOGOS CENTAR" IN MOSTAR 2018.-2023.

Mostar, AUGUST 2018.

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INTRODUCTION

Preparation of a strategic document in the field of internationalization is the obligation in accordance with the document STRATEGY OF COLLEGE "LOGOS CENTER" IN MOSTAR.

Working group

Working Team which prepared the Strategy of internationalization for college "Logos centar" Mostar is the same as for the Strategy of college "Logos centar" Mostar.

The working group:

- PhD Lutvo Haznadarević, college director
- Head of study departments:
- Prof. dr. Mia Glamuzina, head of Business Economics
- Ivana Ramljak, mag.ing.el. , head of Energetics
- Tomislav Zovko, mag.art. head of Design
- mr. Akaid Saradak, head of Safety at work and Fire protection
- Vanja Kvesić, mag.ing.traff, head of Traffic studies
- dr.sc. Maid Pajević, head of Safety and Criminalistics
- Admir Šehidić, mag.ing.tech.inf.
- Prof. dr. Slaviša Bjelogrić, college lecturer
- Nermin Haznadarević, bacc. ing. aedif.
- Ana Bevanda, mag.ing.el., college lecturer
- Maja Gakić, mag.ing.comp. , International relation Office
- Martina Drinovac, Graphic design students

Working group met periodically and, if necessary, in accordance with the agreed schedule. In its work on the preparation of this document, special attention was paid to meeting the criteria for accreditation of higher education institutions in Bosnia and Herzegovina, as well as post-accreditation recommendations from the Report made by the Commission of international and local experts for quality assessment, audit of quality and giving recommendations on

accreditation of College "Logos Center" in Mostar¹ which carried out an external evaluation of Logos and gave a recommendation for accreditation.

The document, before the adoption at the competent authority, will be submitted to the "peer review" to identified partners and stakeholders

Documentation development

In relation to economic development, higher education system - including Logos - must, in part, produce personnel capable to recognize and realize new development trends in the economy. In this regard, it should be the bearer of new knowledge, and provide staff that will be needed in the future and – in their respect - be at least one step ahead of the economy.

The project team was guided by the fact that there is no strategy that can be implemented in one go. In addition, no matter how good designed, it is realized in a future period in which the expected circumstances manifest in a modified form, but there are also new, made in the meantime. Therefore, it cannot be a one-time act or be left out of control.

At regular meetings of the Team an overview of the situation was made and strategic objectives were set out. We further dissected the strategic goals on measures that can be converted into programs, projects and activities.

¹ Abbreviated: Commission for Accreditation

The mission statement and vision development

Mission

The mission of Logos is:

- Logos will be recognized in the region within which is located by its quality, innovation and knowledge that students acquire.
- Logos will strive for continuous improvement of the curriculum of their studies, and the development of new studies focusing on the harmonization of labour market needs.
- Logos will be associated with the environment in which it is located, and will strive to achieve excellence in education, research and artistic work.
- Logos will be focused on international co-operation and mobility through internationalization.
- Logos will develop physical and human resources to provide the best services to its students, and to put the needs of students in the first place, to develop a motivating environment for learning and acquiring knowledge.

Vision of development

The vision of Logos is to become a recognizable regional college where teachers, staff and students together strive towards achieving excellence and quality in education, research and artistic work, and in cooperation with the region they develop society, economy and culture based on knowledge and innovation.

INTERNATIONALIZATION

Current state and context

Internationalization of higher education, among other things, can be seen as the process by which we improve the quality of study including: the launch of joint programs with foreign higher education institutions, the launch of incoming and outgoing mobility of students, teachers and non-teaching staff, encouraging the introduction of courses in foreign languages ("internationalization at home") and cross-border cooperation in quality assurance and analysis of data on mobility.

The internationalization of higher education is also important because it brings positive changes not only to the individual but also institutional and wider social level.

1. At the individual level: the increase of employment of the individual, the experience of travel and study in another country - allows different learning experience, encouraging the development of new cultural, social and academic values and allows the personal development of individuals.
2. At the institutional level, institutions of higher education through internationalization improve quality culture and quality of study programs, and strengthen their capacities. Mobile students and teachers are holders of new ideas and contacts and influence to increase international cooperation, thus enabling the exchange of scientific experience and findings and create conditions favourable for the development of innovation. This, with the proper implementation of various international projects, is useful for the development of higher education institutions, but also for the economy and society as a whole.

Council of Ministers, on proposal of the Ministry of Civil Affairs, adopted the Decision on the adoption of the priorities for the development of higher education in Bosnia and Herzegovina for the period 2016 - 2026 (The decision was made and came into force on 30. 3. 2016).²

²I Making these priorities after 2015, set as one of the main objectives of the Joint Project of the European Union and the Council of Europe "Strategic Development of Higher Education and Qualification Standards" (financed from IPA funds).

With the Decision it was normalized that these priorities "are the main measures and activities to be implemented in Bosnia and Herzegovina in order to on the one hand strengthen the development of higher education, on the other hand made its full involvement in the European Higher Education Area ' "

(Paragraph 1) "Identified priorities will contribute to further harmonization of higher education in Bosnia and Herzegovina with the policies, objectives and priorities of the European Higher Education Area ' "

(Paragraph 3). The question is; however, how successfully standardized measures and activities will be implemented, i.e. create conditions for the achievement of the objectives set out in the Decision and then those laid down in our Strategy. A wide range of subjects determined that, as participants, work together in implementing the priorities (the competent education authorities, Ministry of Education, Rectors' Conference, higher education institutions, agencies in the field of higher education in BiH, academic community, representatives of the labour market, student organizations and the Union, Ministry of Labour and employment, local authorities, the Ministry of Finance, the general public), should guarantee their implementation. The Strategy for Development of Science in Bosnia and Herzegovina 2016-2021 - The revised document, which stated that "the basis of international cooperation in the field of scientific research carried out through the activities of the Ministry civil Affairs can contribute to an intensive and more successful involvement of local teachers in international scientific research projects. ...

In accordance with the provisions of the Framework Law on the Basis of scientific research activity and the coordination of internal and international scientific and research cooperation of Bosnia and Herzegovina, it is necessary that the funds for co-financing the activities of the international scientific and research cooperation are continuously provided in the budget of BiH institutions. "In this context, is the obligation of the Ministry to ensure funding for key EU programs in the field of science and access to EU funds for education (paragraph 6).

By signing the Agreement with the European Union on the participation of BiH in the EU Framework Program for research and innovation Horizon 2020 (January 2014), Bosnia and Herzegovina was given the status of associated country for the period 2014-2020, by which

has acquired the ability to participate fully in all the activities within the Program, including the JRC (Joint research centre) and the Marie Curie Actions (the mobility of researchers).

The main instruments for financing scientific- research and research- development activities and for strengthening the European Research Area (ERA), are the Framework Programs (FP - Framework Program) for EU research and development. Reasons for joining Horizon 2020, among others are initiating the mobility of BiH researchers and intensification of international scientific cooperation. All this could mean the creation of favourable environment for the realization of the objectives in this area.

International mobility of teachers and students, joint study programs, international cooperation and institutional partnerships, international short programs and the internationalization of the curriculum, as well as aspects of internationalization, contributing to the realization of the key role of the Logos in the development of economy, society and individuals. All these aspects are expressed and present in our current practice, but not in a satisfactory and sufficient extent. Their strengthening will contribute to improving the quality of the education system, high academic standards, excellence of academic staff and recruitment of young people to the global labour market and their linguistic and intercultural competences.

College "Logos Centre" has procedures and provides resources to support international activities and has signed international bilateral agreements with higher education institutions from Croatia, Serbia, Slovenia, Spain, Hungary, Turkey, Montenegro, Russia and others. Until the inclusion in the Erasmus program, the exchange of teachers and students was carried out through bilateral and multilateral cooperation agreements with partner institutions.

The mobility of students, teaching and non-teaching staff at Logos is increasing but still not developed to the extent we would like. Mobility within the Erasmus + projects was realized with institutions: Kodolányi Janos University of Applied Sciences, Hungary, IES de Teis, Spain, IES Luis Seoane, Spain, IES Ribera to Louro, Spain

Participation in international conferences Management and Safety M @ S 2016, 2017, 2018. We participated in the 12th International Competition of robotics in Turkey.

Projects:

Erasmus + project "Re-Cycling" Netherlands, "International kindergarten" in Krakow, voluntary practice for Design, "We Are The World" in Vienna, "Drive Morocco to better education" international professional practice in Morocco, Global Volunteer Practice for Design in Greece.

The institutions with whom we have signed agreements:

- B&B Visokoškolski zavod Kranj and training, Kranj, Slovenia
- Visoka škola modernog biznis, Belgrade, Serbia
- Fakultet prometnih znanosti, Zagreb, Croatia
- Visoka škola za sigurnost, Zagreb, Croatia
- Aydin Istanbul Univerzitet, Istanbul, Turkey
- Visoka škola za menadžment i dizajn "Aspira", Split, Croatia
- Veleučilište "Nikola Tesla" Gospić, Croatia
- VŠ za poslovnu ekonomiju i preduzetništvo, Belgrade, Serbia
- Fakultet zaštite na radu u Nišu, Niš, Serbia
- Kodolanyi Janos University of Applied Sciences, Budapest, Hungary
- VŠ za informacijske tehnologije VSITE, Zagreb, Croatia
- VŠ za primjenjene i pravne nauke "PROMETEJ" , Banja Luka, BiH
- University of Nova Gorica, Nova Gorica, Slovenia
- "IES de Teis" , Vigo, Spain
- VŠ CEPS -Centar za poslovne studije, Kiseljak, BiH
- Univerzitet Donja Gorica, Podgorica, Montenegro
- Taganrog Institute of Management and Economics, Taganrog, Russia
- International Slavic University "Gavrilo Romanovic", Macedonia
- VŠ "CMS- centar za multidisciplinarne studije, Tuzla, BiH
- Sveučilište Sjever, Koprivnica, Croatia
- ESAD Mestre Mateo, Santiago de Compostela, Spain
- IES Gregorio Prieto, Ciudad Real, Spain
- IES ALFONSO VIII, Cuenca, Spain
- CIFP Juan de Colonia, Burgos, Spain
- Institut Provencana, Barcelona, Spain

- VŠ strukovnih studija Beogradska politehnika, Macedonia
- Institute for European education, socio-cultural and economic policies, Skopje, Macedonia
- University of Presov, Prešov, Slovakia

As for the flow of information on international cooperation, all relevant information is published on the website of Logos, e-University Platform, accounts on social networks, and are delivered via e-mail to educational and administrative - professional staff and students, so that everyone has a chance to come to relevant information, and in the international Relations Office get the help you need.

Due to the increase in incoming mobility, i.e. to enable foreign students to study at our institution we are trying to increase the number of subjects that are held in English. Currently we allow incoming students listening to lectures in English at the department of Design in directions: Fashion Design, Graphic Design and Interior Design and on Economics study course Management. However, in this part the improvement will be slow because the teachers should be led to a level where they can teach the subject in a foreign language or hire new staff that will be able to do. It is also possible that with amendments to study programs we achieve a certain degree of improvement in this segment.

Number of subjects offered in English for incoming students still depends on the knowledge of English or other foreign language of teachers, but also the interests of those professors who know English or other foreign language to teach at least consultative class in English.

Incoming mobility are directly related to the visibility of the Logos and its promotion as a destination for studying. Once when they return to the home institution, these students really are our ambassadors and the image largely depends on what kind of experience they had.

Organizing joint study programs, as a form of strengthening institutional cooperation and improving the quality of higher education with one or more foreign institutions of higher education also depends on several factors of which the most important, from the standpoint of (URMS), is the dependence on the teachers knowledge of English or other foreign language , or and the interests of those participants who speak English or another foreign language to perform their classes in English. With such an attitude opportunity is missed to increase the mobility of students and teachers through this form of internationalization.

Data on mobility are monitored and analysed once a year. International Office regularly, on a daily and weekly basis, reports to the Director on their work.

Incoming and outgoing student mobility, as well as the mobility of teaching and administrative - professional staff is defined in the Regulations on mobility. According to this Rulebook, mobility is taking place in the framework of international programs of mobility available in Bosnia and Herzegovina and is in accordance with the procedures of specific programs (ERASMUS, CEEPUS, etc.), which are clear, transparent and publicly available on the official website.

All questions related to international (and inter-university) cooperation (initiation and implementation of cooperation, the signing of cooperation agreements, conditions and approval for signing, scheduling meetings, hierarchy notification, incoming and outgoing

visits, policy acceptance and rejection of calls for collaboration) are regulated by the act of the Procedures for international cooperation at Logos.

International Relations Office

International Relations Office of Logos was founded in January 2013., because of the need to acquire an international perspective, intercultural awareness, transfer of information, knowledge, staff, students, development of competences and skills, at the regional and international level.

Mobility programs at college level are conducted and administered by the Office of International Cooperation and student services of the College. To persons who wish to be included in mobility we put at disposal all our resources, assist in administration, track them, and organize an information meeting after their return.

International Relations Office organizes visits of visiting professors, reception of delegations which come to visit, trips to conferences of college professor, organizing study visits.

The task of the Office for International Cooperation is to inform students and teachers about mobility projects, tenders, scholarships, assistance in applying for various mobility programs.

Office organizes info events so that students get acquainted with the program of mobility and thus animate students. Office helps students in the administrative part, providing information to other students and increase the visibility of the office.

Analyse

Analysis of the internationalization

SWOT analysis is a qualitative analytical method which through the four factors aims to show the strengths, weaknesses, opportunities and threats to certain events or situations. However, one should take into account that this is a subjective method. Every organization must take into account the internal and external environment. In this context, this analysis can be understood as a representation of internal strengths and weaknesses of the organization and the external opportunities and threats that this same organization is facing.

The project team conducted a SWOT analysis of internationalization at Logos, which including SWOT analyse of Logos and supporting documents, served as the basis for the creation of operational objectives in this area.

Environment	Positive	To improve
Internal	Strengths <ul style="list-style-type: none"> - There is awareness among students and staff members regarding mobility programs - Good promotion of mobility programs through international office and staff members - Awareness of the importance of mobility and student/staff exchange - Awareness of importance of internalization for the improvement of the quality of education - Motivation for mobility - Opinion on good knowledge of English language among students - Willingness of the students and staff members to take part in mobility programs 	Weaknesses <ul style="list-style-type: none"> - Motivation for mobility is not clear for students - Potential lack of recognition of ECTS credits - There is a language barrier especially for studying in other languages than English - Lack of necessary and relevant information about exchange program and study program available at the host institution - Lack of additional financial resources - Difficult to find study programs with courses that are matching with our study programs - Difficulties with issuing visas, resident permit and other documents - Lack of institutional strategy for Internalization - Internalization is financed mostly from EU funds - Lack of personnel employed at the international office

		<ul style="list-style-type: none"> - Insufficient of knowledge of policies or strategies at cantonal / entity level or the state level - Lack of visibility
External	Opportunities <ul style="list-style-type: none"> - Internationalization - Long-lasting international partnerships/collaboration - Integration of intercultural experiences - International attractiveness of Mostar - International networking - Active participation in international research programs - Gaining knowledge about other educational system 	Threats <ul style="list-style-type: none"> - There is a big interest for only small number of countries for mobility - Brain drains - Limited budget and changes in BH HE system - Recognition problems due to no adequate legal frame

SWOT analysis of Logos³

The strengths of Logos

- clear mission, vision and objectives to which Logos strives
- very simple organizational structure that allows fast transfer of information, short reaction time and quick adaption to new conditions of the environment
- high-quality teaching staff
- motivated staff, teachers, associates and other non-academic staff for the operation and the best possible work
- commitment to international cooperation, the availability of information to all interested parties
- commitment to quality and its constant improving,
- clearly defined procedures and rules
- modern quality curricula
- multidisciplinary study

³Strategy of college Logos center in Mostar

- modern information system and excellent computer equipment
- excellent physical resources
- happy students
- developed marketing strategy to represent Logos to the general public

Weaknesses of Logos

- inadequate links with industry through joint projects
- the absence of the second and third cycle at Logos
- insufficiently developed scientific - research work at Logos
- relatively small number of publications of the teaching staff
- a lot of teachers at Logos work there as an additional work, and there is not enough time to devote to the development of scientific - research
- insufficient knowledge of English with teachers, students and non-academic staff creates problems in the development of international cooperation

Opportunities of Logos

- better connection with higher education institutions in the country, the region and Europe
- development of new curricula in cooperation with the business environment necessary for future workers in the labour market
- opportunities for access to a number of EU funds through the development of joint cooperation
- increasing the mobility of teachers, staff and students
- the ability to run programs of study together with other public or private higher education institutions in the region and Europe in order to attract more international students and expand catchment area of Logos
- improving cooperation with industry by organizing various joint events, as well as increasing the number of institutions in which students can do their practice

Threats to Logos

- Mutable and unstable political situation in Bosnia and Herzegovina
- Inadequate legislation
- Difficult state of the economy
- Poor public opinion about private higher education
- The demographic outflow of population.

The strategic objectives of internationalization

At the working meetings the project team has agreed strategic goals for the development of internationalization at Logos in the coming period 2018 – 2023, after that, using a variety of available documents and thorough evaluation of periodic reports on self-evaluation of Logos and study programs, Reports on: mobility, projects, work of the office, various ministries and government bodies and following modern trends in higher education.

For the internationalization an analysis of the current situation was made in the area and the context in which Logos works, and recommendations for further development were given, according to a clear set USUS, concise and analytical. Any proposed objective consists of activities that lead to its fulfilment.

We tried to develop long-term strategic objectives which require significant resources for their implementation, using project approach. Medium and short-term projects under the program are defined as "Quality Plan" and presented in tabular form with the following elements:

- a. Strategic programs, projects, activities
- b. Activities aimed at meeting strategic programs, projects, activities
- c. Target - value indication to be fulfilled
- d. Resources and Risks
- e. The responsible persons / offices / teams
- f. Timeframe
- g. Reporting - responsibility system

The Development Strategy of college Logos Center 'in Mostar 2018 -2023, Strategic pillar 3 refers to internationalization, computerization and quality, and the identified strategic goal is to develop links with the region, Europe and the rest of the world through the strengthening of internationalization and mobility.

Based on the above, following operational objectives of Logos were identified in the field of internationalization in the period 2018-2023.:

- Intensification of promotional activities aimed at improving the process: collaboration, mobility and development of projects,
- Improving the mobility process,
- Strengthening and improving the process of international cooperation and internationalization,
- Increase the number of applications and participation in international projects,
- Improvement of recognition process,
- Improving the resources and support to carry out the process of collaboration, mobility and internationalization.

and measures:

1. To increase promotion activities and involvement of students and staff to maximize and achieve high-quality mobility that will strengthen their competencies, knowledge and skills.
2. In order to increase the incoming student mobility, as well as the incoming mobility of teachers, increase the number of subjects in which instruction is given in English or another foreign language.
3. Make study programs more attractive, enhance and internationalize the curriculum and create preconditions for organizing one or more international short programs or programs for lifelong learning, with intense involvement of student organizations at Logos.
4. Put promotional material on the Web page, and the experience of incoming students after completion of their stay at Logos.
5. In order to facilitate the outgoing mobility, implement the adopted programs of activities for internationalization and promoting mobility including all stakeholders in this process.
6. Encourage increased participation in mobility through formal recognition of competence of local teachers acquired abroad, attractive mechanisms and ensuring appropriate working conditions for mobile staff.

7. Take measures to organize joint study programs, multilateral summer schools and regional forms of cooperation in higher education in order to establish a balance in the flow of mobility with one or more foreign institutions of higher education.
8. For balancing the mobility of students undertake activities related to the recognition of diplomas and credit transfer, which will at the same time achieve the strengthening of the European Higher Education.
9. Create and use a quality information system for support, monitoring and analysis of realized mobility and carrying out surveys determine their quality.

Monitoring

The Office for International Co-operation periodically submits the report to the Director or the Senate on the degree of fulfilment of strategic objectives on the basis of individual reports of persons responsible for specific activities from the action plan and defined monitoring mechanisms.

ACTION PLAN

Action plan

Strategic programs, projects, activities	Activities aimed at meeting strategic programs, projects, activities	Indicators of fulfilment	Resource	Responsible	Time	Reporting
1.1. Intensification of promotion activities and involvement of students and staff in order to improve and increase the quality of mobility	1.1.1. Make a plan of promotional activities aimed at students and staff, monitor and analyse the potential programs and projects at different levels due to the strengthening of international cooperation, mobility and internationalization	1.1.1.1. Drafted and adopted annual plan of activity promotion 1.1.1.2 Identified potential programs and projects at different levels due to the strengthening of international cooperation and mobility 1.1.1.3 Number of projects and programs, active, in total, in a given period, considering the trends 1.1.1.4 Analysis of programs and projects which included Logos are periodically performed and discussed in the appropriate authority	Existing resources	International Relations Office Director	Continuously	International Relations Office informs the Director Director reports to the Senate
	1.1.2. Create and use a high-quality information system for support, monitoring and analysis of realized mobility and by carrying out surveys determine their quality	1.1.2.1 Greater recognition of Logos at the local, regional and international levels - improve rating 1.1.2.2 increase the IS number of users 1.1.2.3 Created mobility and statistical database with reporting system 1.1.2.4 Increasing the number of news and other content 1.1.2.5 Defined and created statistics of mobility 1.1.2.6 The adopted system of research, surveys are conducted periodically 1.1.2.7 Statistics on research and mobility is periodically discussed with the competent authority	Existing resources	IT administrator and e-University administrator International Relations Office Contact persons on study programs	Continuously	International Relations Office informs the Director Director reports to the Senate
1.2. The increase in incoming and outgoing mobility of students, teachers and administrative staff	1.2.1. In order to increase coming mobility, make study programs more attractive, enhance and internationalize the curriculum and create preconditions for organizing one or more international short programs or programs for lifelong learning, with intense involvement of student organizations at Logos.	1.2.1.1 Number of incoming and outgoing mobility 1.2.1.2 Number of revised curricula 1.2.1.3 Number of innovative items on the curriculum 1.2.1.4 Database of innovative subjects / curriculum exists and is periodically updated 1.2.1.5 The number of international short programs and lifelong learning programs	EU programs (Erasmus and others), the global mobility programs, bilateral and multilateral agreements	International Relations Office	Continuously	International Relations Office informs the Director Director reports to the Senate
	1.2. 2.. Put promotional material on the website - a short presentation about Logos and the environment, a short CV of Logos and state documents that students - guests must fill.	1.2.2.1 Number of presentations as a promotional tool 1.2.2.2 Web page is constantly updated - statistics and trends 1.2.2.3 Number of visitors and number of report of updates have been reported in different time periods, and the results are periodically discussed in the competent authorities 1.2.2.4 Short CV and presentation about Logos are available on the website and the information is periodically refreshed	existing resources; hiring experts to make presentations	IT administrator International Relations Office	Continuously	International Relations Office informs the Director Director reports to the Senate

	<p>1.2.3. Undertake activities related to the recognition of diplomas and credit transfer for the purpose of balancing the mobility of students;</p> <p>Maximum respect the provisions of the Ordinance on mobility, according to the findings in its application - possibly modify it</p>	<p>1.2.3.1. Number of performed activities, periodically analysed and considered</p> <p>1.2.3.2 There is a system for the recognition of diplomas and credit transfer. It is analysed and periodically examined</p> <p>1.2.3.3 The satisfaction of all participants in the process is measured and monitored by a special survey, which was adopted and placed on the website</p> <p>1.2.3.4 Periodic review of internal documents and procedures for mobility</p>	Existing resources	<p>IT administrator</p> <p>International Relations Office</p>	Continuous	<p>International Relations Office informs the Director</p> <p>Director reports to the Senate</p>
	1.2.4. Increase the number of subjects in which instruction is given in English or another foreign language	<p>1.2.4.1 Number of subject / subjects in English</p> <p>1.2.4.2 Number of subject/subjects in other languages with which refers to the language that is associated</p> <p>1.2.4.3 Training of teaching staff takes place periodically</p>	<p>Existing resources</p> <p>An expert from the practice for additional training of staff</p>	<p>International Relations Office</p> <p>Heads of study departments</p> <p>Director</p>	Continuous each academic year	Director reports to the Senate
	1.2.5. Make study programs more attractive, enhance and internationalize the curriculum	<p>1.2.6.1 Number of incoming mobility, attitudes, trends</p> <p>ref. 1.2.1</p>	existing resources	<p>Heads of study departments</p> <p>Teachers and associates</p>	Continuous each academic year	The Director reports to the Senate and, if necessary, the competent Ministry
	1.2.6. formally recognize the competence of local teachers acquired abroad, arrange attractive mechanisms and provide adequate working conditions for mobile staff.	<p>1.2.7.1 The number and types of competencies that can be formally recognized</p> <p>1.2.7.2 Satisfaction of staff in mobility is measured by a separate survey in regular procedure</p> <p>1.2.7.3 Logos has developed a system to support the mobility of its staff</p> <p>1.2.7.4 A formal system of recognition was established for the recognition of competencies of teaching staff and it was discussed periodic at the competent authorities</p> <p>1.2.7.5 The number and structure of personnel involved in the mobility is monitored and reviewed periodically</p>	<p>existing resources</p> <p>A system of recognition in accordance with applicable regulations</p>	<p>Heads of study departments</p> <p>Director</p>	Continuous	Director reports to the Senate
	1.2.7. analyse the current situation in the field of mobility, international cooperation and internationalization and propose measures for improvement	<p>1.2.8.1 Number of mobility and other activities in the field of mobility, international cooperation and internationalization is monitored periodically analysed and considered</p> <p>1.2.8.2 Partners were identified to promote and strengthen international cooperation, mobility and internationalization</p>	<p>Existing resources</p> <p>Information system - platform e-University</p>	<p>Heads of study departments</p> <p>Director</p>	Continuous each academic year	Director reports to the Senate
1.3. Strengthening and improving the process of internationalization	1.3.1. create conditions for the organization of multilateral summer schools and regional forms of cooperation in higher education	<p>1.3.1.1 The number of schools and other forms of cooperation with the designation of the type of cooperation</p> <p>1.3.1.2 The number and structure of participants</p> <p>1.3.1.3 Satisfaction of participants is measured, monitored and considered</p>	<p>Existing resources, bilateral agreements, mobility programs</p> <p>An additional resource in</p>	<p>Heads of study departments</p> <p>Director</p>	Continuous each academic year	Director reports to the Senate

			accordance with the project approach			
1.4. Registration and management of international projects	1.4.1. Systematically encourage applications for international projects	1.4.1.1 The number and quality of projects submitted 1.4.1.2 The number and structure of personnel involved 1.4.1.3 Engagement: registered - approved project 1.4.1.4 Number of institutional partnerships in the project	Existing resources	International Relations Office Heads of study departments Director	Continuously	International Relations Office informs the Director Director reports to the Senate
	1.4.2. continue to educate staff for writing and managing of international projects	1.4.2.1 The number and type of successful projects 1.4.2.2 The number and types of projects and project failures 1.4.2.3. Number of successfully implemented educational measures 1.4.2.4 The number and structure of the involved students	Existing resources	International Relations Office Heads of study departments Director	Continuously	International Relations Office informs the Director Director reports to the Senate
1.5. making analyse and the scope of quality of the Office for Cooperation and proposing measures for improvement	1.5.1. analyse the activities within its competence and efficiency of their performance	1.5.1.1 Number of successfully completed tasks, periodically evaluated 1.5.1.2. Conducting a survey / research about the satisfaction with the services of the IRO, with the results to be considered	Existing resources	International Relations Office	Periodically, 2 times a year	International Relations Office informs the Director Director reports to the Senate
	1.5.2. propose measures for improving the work of the Office	1.5.2.1 Report of the IRO exists and is considered yearly with the competent authorities 1.5.2.2. Improvement Plan for IRO exists, was adopted, is public and transparent 1.5.2.3 When creating a plan of improvement, satisfaction of students and staff members and their comments and suggestions were taken into account.	Existing resources	International Relations Office	Continuously each academic year	International Relations Office informs the Director Director reports to the Senate

INDICATORS OF INTERNATIONALIZATION

Indicators of development of internationalization at Logos in the period 2018-2023

Indicators represent operational variables related to specific empirically measurable characteristics of higher education institutions or programs on which evidence can be collected to determine whether the standards have been met. Using Indicators performance trends and areas are identified where there is need for action and / or to enable comparison of actual results with the established objectives. They are also used for implementation of the theoretical aspects of one or more areas that is been observed in practice, and that is known as operationalization. They differ from the criterion which represent the data for determining the level of performance of the checked subject and of the standards which represent the level of acceptable performance in terms of a specific numeric criterion.

Performance indicators include a series of statistical parameters by which the level of implementation of the higher education institution or a program in a certain quality dimension is measured. The indicators are qualitative and quantitative measures of the output (current measurement results) and measuring outcomes (long-term measurement of outcomes and impacts) of a system or a program.

They allow institutions to benchmark their own performances or allow comparison of higher education institutions, etc. Performance indicators are only effective when used as part of a coherent set of input, process and output indicators. Given that higher education institutions carry out different activities and, as such, is geared towards achieving multiple objectives, for the identification and implementation of a large number of performance indicators it is necessary to cover the entire field of activity.

Therefore, in the area of internationalization and international cooperation at Logos in this document we will establish unique mechanisms of identification, data collection, monitoring and analysis of 20 indicators.

Area	Indicators
Contracts and partnerships	1.1. Number of newly signed international agreements (Bilateral)
	1.2 The degree of implementation of international agreements by year (the contracting parties, the time of signing, the time of renewing the contract, content, implementation of the contract for each year)
	1.3 Number of networks and associations in which Logos is a member (Multilateral), namely: national, regional and international

Indicator 1.1	Number of newly signed international agreements (Bilateral)				
Description	<p>The newly signed agreements on academic and other forms of cooperation with foreign higher education institutions and institutes are a precondition for the development of internationalization and international cooperation and in several forms: application for international projects, academic mobility, organization of joint study or other types of educational programs such as summer schools and scientific conferences.</p> <p>This indicator measures the number of such signed contracts at the annual level, and Logos will endeavour that number of newly signed agreement is in constant growth, but not at any price but planned and in a systematic way.</p>				
Data	The Office for International Cooperation				
Application	Relatively complex because for the management of the institution a challenge was put to find new quality partner institutions and agree new forms of cooperation.				
Level	Institution				
Connection	Objectives: 1, 2, 3 and 4.				
Value	2018.	2019.	2020.	2021.	2022.
	1	1	1	1	1

Indicator 1.2	The degree of implementation of international agreements in force				
Description	<p>Although Logos has signed several contracts with other institutions of higher education, we didn't critically analyse the degree of implementation of these contracts nor anyone was seriously engaged in that matter.</p> <p>The current situation is such that the contracts were signed for prestige, although open many possibilities for real cooperation to more fields. In the initial phase we will make an analysis of all contracts and enumerate potential areas and mechanisms of cooperation for each.</p> <p>We will establish a register or by using any other suitable electronic services follow the degree of fulfilling our contractual obligations, renewal of contracts / agreements and monitor their degree of fulfilling.</p> <p>This indicator is descriptive in its initial phase, after which it will become a numeric indicator.</p>				
Data	International Relations Office				
Applicability	Complex. Because this kind of activity is not so far made, the analysis of all contracts signed in the initial phase will be quite challenging. The				

	establishment of the electronic register, which will follow the value of this indicator later, too. After the initial load further application of this indicator and its monitoring will be simple.				
Level	Institution				
Connection	Objectives: 2, 3 and 4.				
Value	2018.	2019.	2020.	2021.	2022.
	Descriptive	Descriptive	Descriptive	Descriptive	Descriptive

Indicator 1.3	Number of networks and associations in which Logos is a member (Multilateral), namely: national, regional, international				
Description	Membership in national, regional and international networks and associations is of interest to Logos for the realization of new connections with foreign higher education institutions, but also to strengthen existing contacts with partners. The indicator will keep track of the number of networks and associations in which Logos acquired the status of a member, of any kind. The size and importance of networks or associations should be taken into consideration.				
Data	International Relations Office				
Applicability	Simple as the International Office is the coordinator of these activities.				
The level of application	Institution				
Connection	Objectives: 1, 2, 3 and 4.				
Value	2018.	2019.	2020.	2021.	2022.
	-	1	1	2	3

Area	Indicators
<ul style="list-style-type: none"> Projects 	2.1 The number of international projects applied by Logos, the number of approved projects and ratio (applied-approved)
	2.2 The number of international projects in which Logos is a partner, the number of issued letters of approval and ratio

Indicator 2.1	The number of international projects applied by Logos, the number of approved projects and ratio (applied-approved)
Description	Increasing the participation of Logos in international projects offered in the open calls for programs of European funds is one of the most important objectives of the Strategy of internationalization. Collecting funds, promotion of international cooperation and internationalization, introduction of new technologies and new modern educational content, tracking current European trends in education, and then raising the international reputation of Logos are some of the results that can be achieved by active writing and implementation of international projects. This indicator actually tells us about the readiness of Logos that in the global international level plays an important role to international projects on the one hand, as well as resources for their writing and implementation on the other.

	Also, it measures the intensity of filed applications for the programs of international cooperation on a yearly basis. The goal of Logos is to increase the number of filed applications with the proviso that the interpretation of this indicator should be considered and information about which programs of international cooperation are in question, as well as the relationship between the number of submitted and the number of approved applications to accurately determine the success of applying to certain programs and funds.				
Data	International Relations Office				
Application	Complex. In addition to organizing training it is necessary to motivate individuals with academic programs, as well as other structures of Logos to deal with writing project proposals. It is necessary to find project partners from abroad in the same scientific field in which study programs at Logos are performed.				
Level	Institution				
Connection	Objectives: 1 and 4.				
Value	2018.	2019.	2020.	2021.	2022.
	Number of applied 1 Number of approved 0 0 Ratio	Number of applications 1 Number approved 1 Ratio 100%	Number of applications 1 Number approved 1 Ratio 100%	Number of applications 2 Number approved 1 Ratio 50%	Number of applications 2 Number approved 1 Ratio 50%

Indicator 2.2	The number of international projects in which Logos is partner, the number of issued letters of approval and ratio				
Description	Logos also through involvement in various projects in which is partner, develops a degree of internationalization and the involvement in European trends in higher education, and science and profession depending on the type of projects. This indicator quantitatively shows the number of new projects in which Logos is partner, the number of issued letters of consent and the relationship between the signed letters of intent and actual projects in which Logos is participating. By monitoring the defined indicator values Logos will be able to monitor and react to movement and calls for the participation in the projects, the search for new partners, active participation in the writing of project proposals, and the like.				
Data	International Relations Office				
Applicability	Use of this indicator is simple. About the value of the indicator International Office annually reports the Director.				
Level	Institution				
Connection	Objectives: 1 and 4.				
Value	2018.	2019.	2020.	2021.	2022.
	partner 1 Number of issued letters of approval 7 Ratio 1/7	partner 1 The number of issued letters of approval 8 Ratio 1.8	partner 2 The number of issued letters of approval 10 Ratio 2.10	partner 2 The number of issued letters of approval 12 Ratio 2.12	partner 3 The number of issued letters of approval 15 Ratio 3/15

Area	Indicators
<ul style="list-style-type: none"> Incoming mobility 	3.1 Number of incoming students
	3.2 Number of incoming academic staff
	3.3 Number of lectures by incoming academic staff
	3.4 Number of incoming administrative staff

Indicator 3.1	Number of incoming students in total and per cycle				
Description	Structure of students required by the number and indicator, students from foreign countries who decide to spend part of the education at Logos is one of the key indicators to measure the success of academic mobility, and one of the elements to measure the attractiveness of study programs at the institution.				
Data	International Relations Office, Offices				
Application	<p>For easier monitoring of indicators, the information system was promoted in the part relating to the Registrar's Office with enabling the recording of these students in the information system.</p> <p>The realization of this indicator is directly dependent on several factors (legal regulations for incoming students, the number of study programs in foreign languages, resources, subjects that are performed in foreign languages, a somersault or training in English or other foreign languages, etc.</p> <p>For this reason, during the interpretation of this indicator in the account can be taken the movement of indicator of which this indicator is directly dependent, and because of all this its applicability is complex.</p>				
Level	Institution				
Connection	objectives: 1 and 2				
Value	2018.	2019.	2020.	2021.	2022.
	2	5	10	15	25

Indicator 3.2	Number of incoming academic staff				
Description	The intensity of the arrival of the teaching staff from other foreign higher education institutions to Logos, with the aim of teaching over time or teaching special subjects, training and programs shows the openness and attractiveness of Logos for the acquisition of new academic skills and progress in the educational and scientific field as well as commitment to the internationalization in the general sense.				
Data	International Relations Office				
Application	Relatively complex because it is a segment that Logos must in the coming period additionally build / improve. Also, this indicator requires the creation / improvement of certain legal regulations and related procedures.				
Level	Institution				
Connection	Objectives: 1 and 2				
Value	2018.	2019.	2020.	2021.	2022.
	3	3	5	7	10

Indicator 3.3	Number of lectures by incoming academic staff				
Description	Incoming mobility of academic staff are extremely important for international cooperation and internationalization.				

	With monitoring of these indicators, we want to achieve better insight into the topics and areas that are of interest to teachers in incoming mobility. The aim is to definitely increase incoming mobility and to develop it in those areas where the number of incoming mobility is possibly bad or reduced.				
Data	The Office for International Cooperation				
Application	Simple. Based on the work plan and real activities of the incoming staff in respect to the incoming mobility, the International office has access to the necessary information.				
Level	Institution				
Connection	Objectives: 1, 2, and 3				
Value	2018.	2019.	2020.	2021.	2022.
	7	12	15	18	25

Indicator 3.4	Number of incoming administrative staff				
Description	Quantitative expresses the arrivals of the administrative staff from foreign higher education institutions for training, holding courses etc. When interpreting this indication, we should take into account the reasons for the administrative staff from foreign higher education institutions is staying at Logos, or whether the reason is personal training or specialization and training of employees in the administration on Logos.				
Data	The Office for International Cooperation				
Application	As Logos is the host institution, with adequate application of associated procedures, the applicability of this indicators is simple				
Level	Institution				
Connection	Objectives: 1, 2 and 3				
Value	2018.	2019.	2020.	2021.	2022.
	3	5	7	10	15

Area	Indicators
<ul style="list-style-type: none"> Outgoing mobility 	4.1 Number of outgoing students
	4.2 Number of outgoing academic staff
	4.3 Number of outgoing administrative staff
	4.4 Number of education of students and staff on internationalization and mobility

Indicator 4.1	Number of outgoing students
Description	Measures and monitors the number of students who go on mobility abroad at different periods and for different reasons. It can be said that the indicator measures the interest of students for training and acquiring new knowledge at other foreign institutions of higher education.

	At the same time, this indicator is one of the main parameters of the openness of Logos in the process of internationalization. The indicator monitors various aspects of students who go on mobility. The source is the information for the management of Logos in this segment of internationalization.				
Data	The Office for International Cooperation				
Application	Relatively simple, provided that it requires the adoption and promotion of certain documents, primarily the procedure on mobility and recognition by which the visit to another higher education institution abroad will be regulated or the recognition of this period, i.e. acquired certificates and credits during their stay in mobility. Construction / amendment of particular electronic register module and an information system that monitors these parameters is also required.				
Level	Institution				
Connection	Objectives: 1, 2 and 3				
Value	2018.	2019.	2020.	2021.	2022.
	7	10	15	20	25

Indicator 4.2	Number of outgoing academic staff				
Description	It measures the number of outgoing academic staff who spend a certain period of time on some of the higher education institutions abroad. While monitoring and analysis of this indicator the reasons for teachers leaving in mobility will be taken in the account. This is also one of the indicators that can be classified as the most important in terms of the intensity of the internationalization of the Logos.				
Data	The Office for International Cooperation				
Application	Relatively simple with adequate application of the Ordinance on mobility, and creating legal preconditions for academic mobility.				
Level	Institution				
Connection	Objective: 1, 2 and 3				
Value	2018.	2019.	2020.	2021.	2022.
	3	3	5	5	7

Indicator 4.3	Number of outgoing academic staff				
Description	Indicator monitors and measures the number of administrative staff who has spent a specified period of time in higher education institutions abroad. In the analysis and interpretation of this indicator the reasons why the administrative staff stayed abroad should be considered, or whether the reason is personal training or education of staff abroad				
Data	The Office for International Cooperation				
Application	A relatively simple with the proper application of the provisions on the regulation of the period of stay in higher education institutions abroad.				
Level	Institution				
Connection	Objectives: 1, 2 and 3				
Value	2018.	2019.	2020.	2021.	2022.
	1	1	2	2	3

Indicator 4.4	Number of education of students and staff on internationalization and mobility				
Description	Starting the process of internationalization requires some form of training for students, academic and administrative staff. For this purpose, it is necessary to organize a number of different workshops, of informative or educational character, where participants can be informed of the manner in which it is possible to participate in mobility, writing and applying for international cooperation projects and the like.				
Data	The Office for International Cooperation				
Application	With the creation of the necessary legislation, and subsequently created opportunities to participate in mobility programs, the applicability of this indicator is simple				
Level	Institution				
Connection	Objectives: 1, 2 and 3				
Value	2018.	2019.	2020.	2021.	2022.
	3	5	5	7	7

Area	Indicators
<ul style="list-style-type: none"> Conferences, summer schools and other short courses / programs 	5.1 The number of international summer schools
	5.2 Number of internationally organized programs of lifelong learning
	5.3 Number of subjects at Logos and study programs that can be listened in foreign languages .

Indicator 5.1		The number of international summer schools			
Description	International Summer Schools as educational programs in many ways contribute to the internationalization of Logos. In addition to the adoption of new knowledge it can be said that while performing these programs also academic incoming mobility is carried out, which is especially important. This indicator will track the number of held international summer schools including the number of participants and lecturers from abroad.				
Data	International Relations Office				
Applicability	Simple because the International Office is directly involved in the organization of any international summer school making it easier to monitor this indicator.				
Level	Institution				
Connection	Objectives: 1, 2, 3, 4 and 5				
Value	2018.	2019.	2020.	2021.	2022.
	x	x	1	1	2

Indicator 5.2	Number of internationally organized programs of lifelong learning			
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Description	Logos as an institution of higher education performs a variety of short courses, programs, training etc.related to lifelong learning, which involves the integration of formal, non-formal and informal learning in order to obtain opportunities for continuous improvement of quality of life. Usually there is additional or supplementary training or preparation for a variety of activities, etc. goal is to increase the number of lifelong learning programs with international participation.This indicator is established, measures and monitors the number of lifelong learning programs at Logos or study programs.				
Data	Leaders of study programs / International Office				
applicability	Relatively complex. Conditioned by adequate regulation of this area at the level of Logos, and various analyses such as market analysis, analysis of resources, analysis of potential participants or areas from which these types of programs would be performed.				
Level	Institution				
Connection	Objectives: 1, 2, 3, 4 and 5				
Value	2018.	2019.	2020.	2021.	2022.
	0	0	0	1	1

Indicator 5.3	Number of subjects at Logos and study programs that can be listened in foreign languages				
Description	For the initial phase of internationalization, and improving incoming mobility, the number of subjects that can be held in a foreign language at all study programs will be determined. The goal is to offer foreign students attending educational content on specific subjects. In the analysis of this indicator, it is important to pay attention to the fact that after the initial phase of the recording status in this area, given the existing staff, the number of subjects in foreign languages will not change much. Larger fluctuations we can expect with opening of new study programs, hiring new staff, etc..				
Data	Leaders of study programs / International Office				
Applicability	To apply this indicator, it is necessary to regulate the extra hours that teachers hold to incoming students in addition to the regular number of hours. With legal regulations the application of indicators is relatively simple.				
Level	Institution / study programs				
Connection	Objectives: 1, 2, 3, 4 and 5				
Value	2018.	2019.	2020.	2021.	2022.
	x	30	50	75	100

Area	Indicators
• Staff	6.1 Number of staff in the Office of International Cooperation

Indicator 6.1	Number of staff in the Office of International Cooperation
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Description	Full time or part-time employees who in the description of their jobs perform activities related to international cooperation and the internationalization and members of the network of the Office for International Cooperation.				
Data	International Relations Office				
Applicability	Office for International Cooperation is active at Logos. In future one of the biggest challenges for Logos will be an increase in the volume of work in accordance with the promotion of work of the Office for International Cooperation provided in this Strategy. Strengthening of the Office for International Cooperation will be provided with administrative support for all forms of international activities, and already formed internal network will be enhanced for the development of international cooperation with the addition of internationality in a broader sense. Taking into account the stated applicability of this indicator will be complex.				
Level	Institution				
Connection	Objective: 6				
Value	2018.	2019.	2020.	2021.	2022.
	1	1	1	2	2

Area	Indicators
<ul style="list-style-type: none"> Visibility 	<ul style="list-style-type: none"> Monitoring of international visibility
	<ul style="list-style-type: none"> Promotional material has been developed, publicly available and is intended for the improvement of internationalization and mobility
	<ul style="list-style-type: none"> The attractiveness of the website and content in English

Indicator 7.1	Monitoring of international visibility				
Description	The results of the application of the above indicators ultimately should lead to a better positioning of Logos to the world rankings as Webometrics, and the like. When ranking higher education institutions, world rankings take into account, most frequently, the visits to official website, and then the citation of researchers and scholars with certain HEIs and other relevant specific criteria. By tracking the movement of this indicator in an objective way positive or negative trends in terms of the internationalization of Logos will be determined.				
Data	Quality assurance office International cooperation u/QA/IT				
Applicability	Taking into account that for better positioning of Logos on the rankings it is needed to edit the number of details in the form of IT actions and actions at other levels, it can be said that the applicability of this indicator is complex.				
Level	International Relations Office monitors and measures the international visibility and shall periodically report to the Director, and suggests actions for further improvements and enhancements				
Connection	Objective: 1				
Value	2018.	2019.	2020.	2021.	2022.

	Descriptively	Descriptively	Descriptively	Descriptively	Descriptively
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Indicator 7.2	Promotional material is developed, publicly available and is intended for the improvement of internationalization and mobility				
Description	<p>With the aim of better informing of students, teachers and administrative staff on the possibilities of international cooperation, flyers, brochures, manuals and multimedia materials on the various programs of internationalization will be made.</p> <p>The purpose of the indicators is that by measuring the types of promotional materials indicate the intensity of the development of international cooperation and internationalization at Logos.</p>				
Data	International Relations Office				
Application	<p>To begin with internationalization info pack about the possibilities which Logos offers to foreign students and guide with basic explanations about mobility, documentation will be viewed and promoted. With the development of study programs and the internationalization of the curriculum, accreditation processes, etc, there will be a need for development of other types of promotional material. The applicability of this indicator is simple due to that is directly dependent on the intensity of the development of international cooperation and obligations of institutions in the accreditation process and post-accreditation period.</p>				
Level	Institution				
Connection	Objective: 1				
Value	2018.	2019.	2020.	2021.	2022.
	x	10%	15%	20%	25%

Indicators 7.3	The attractiveness of the website and content in English				
Description	<p>By monitoring the visits to contents in English language the intensity of interest for content offered by Logos indirectly will be determined. Based on the monitoring of this indicator it will be possible to determine the types of programs and content that are most interesting to foreigners. If necessary, it is possible to react and improve poorly visited segment.</p>				
Data	IT / International Office				
Application	Specific requirements are not necessary, the use of this indicator is simple.				
Level	Institution				
Connection	Objective: 1				
Value	2018.	2019.	2020.	2021.	2022.
	x	5%	7%	9%	11%