

**REPUBLIC OF SERBIA**

**Academy of Technical and Art Applied Studies Belgrade**

**Number: 749/2**

**Date: June 7, 2021, Belgrade**

Pursuant to Article 87, Paragraphs 30 and 33 of the Statute of the Academy of Technical and Art Applied Studies Belgrade (number 7-1/2019 from December 17, 2019, amendment 2/11-11 from February 27, 2020, amendment 2/17-3 from September 17, 2020, amendment 197-8/2 from April 14, 2021, the Teaching and Professional Council of the Academy of Technical and Art Applied Studies Belgrade, at a session held on June 7, 2021, adopted the following:

**ACTION PLAN  
FOR THE IMPLEMENTATION OF THE STRATEGY OF INTERNATIONALIZATION OF  
THE ACADEMY OF TECHNICAL AND ART APPLIED STUDIES BELGRADE  
FOR THE PERIOD 2021-2026**

**INTRODUCTION**

Strategy of Internationalization of the Academy of Technical and Art Applied Studies Belgrade (hereinafter: Strategy) proclaims commitment to internationalization of activities and international cooperation as one of the most promising courses of action to future development of the Academy of Technical and Art Applied Studies Belgrade (hereinafter: ATUSS). The Strategy is to be followed up by the adoption of a corresponding Action Plan for internationalization, which would determine further steps and activities in more detail and facilitate the attainment of objectives set in the Strategy. Therefore, the hereby given Action Plan for the Realisation of the Strategy of Internationalization 2021-2026 defines, in detail, activities and specific steps to be taken by ATUSS, with the aim of reaching all the objectives set in the Strategy, as well as bearers of such activities, progress indicators and anticipated results for each of the activities. This Action Plan also determines the manner of financing activities listed therein, as well as the mechanism for monitoring the process of realization of the Action Plan.

OBJECTIVE	1. LOCAL IMPROVEMENT OF INTERNATIONALIZATION				
NAME OF ACTIVITY	STEPS	OUTCOMES	PROGRESS INDICATORS	DURATION OF ACTIVITY	BEARERS OF ACTIVITY
<b>1.1. Improvement of course content of study programmes in alignment with the global trends and development</b>	<ul style="list-style-type: none"> <li>● Improvement of study programmes in accordance with the global standards aligned with the labour market demands in Serbia</li> <li>● Monitoring development and innovation, as well as software tools, equipment and its application, related to courses at ATUSS</li> <li>● Introduction of novelties in courses and course literature</li> </ul>	<ul style="list-style-type: none"> <li>● Modernized course content</li> <li>● Modernized course material</li> <li>● New editions of handbooks for laboratory classes, practice classes and lectures</li> <li>● Modernized bibliographical course references</li> </ul>	<ul style="list-style-type: none"> <li>● Number of modernized courses</li> <li>● Number of new lesson units</li> <li>● Number of new publications</li> <li>● Number of new bibliographical references</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Teaching and Professional Council of ATUSS</li> <li>● Teaching and Professional Councils of Departments</li> <li>● Heads of study programmes</li> <li>● Course teachers</li> <li>● Course teaching assistants</li> </ul>
<b>1.2. Improvement of language skills of students, teaching and non-teaching staff</b>	<ul style="list-style-type: none"> <li>● Increase the number of English language lessons in undergraduate studies or providing English language courses</li> </ul>	<ul style="list-style-type: none"> <li>● Improved language skills of students, teaching and non-teaching staff</li> <li>● Increase in participation in</li> </ul>	<ul style="list-style-type: none"> <li>● Increased number of courses offered in English</li> <li>● Increased number of outgoing mobility students</li> <li>● Increased number</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Teaching and Professional Council of ATUSS, President Assistants and President of ATUSS</li> </ul>

	<p>to students</p> <ul style="list-style-type: none"> <li>• Creating and implementing English language courses for teaching staff with the aim of developing their capacity for teaching in English</li> <li>• Creating and realizing English language courses for non-teaching staff</li> </ul>	<p>international projects, conferences, journals and trainings</p>	<p>of teaching and non-teaching staff who have taken part in international projects and mobility projects</p> <ul style="list-style-type: none"> <li>• Increased number of publications in English</li> </ul>		<ul style="list-style-type: none"> <li>• Students, teaching and non-teaching staff</li> <li>• External organization (Language centre, etc.)</li> </ul>
<p><b>1.3. Increasing the number of courses realized in the English language</b></p>	<ul style="list-style-type: none"> <li>• Gathering information on which undergraduate courses could potentially be offered in English</li> <li>• Gathering information on which master courses could potentially be added to the list of master courses which could be realized in English as well</li> </ul>	<ul style="list-style-type: none"> <li>• Completed list of courses offered both in Serbian and English in undergraduate studies</li> <li>• Extended list of courses offered both in Serbian and English in master studies</li> <li>• Modernized and updated Course Catalogue</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of courses offered in English in undergraduate studies</li> <li>• Increased number of courses offered in English in master studies</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>• Organizational unit for international cooperation</li> <li>• Department of IT and support</li> <li>• Teaching and Professional Council of ATUSS, Teaching and Professional Councils of Departments and President of ATUSS</li> </ul>

	<ul style="list-style-type: none"> <li>● Marking courses correspondingly in the Course Catalogue on the web page of ATUSS</li> </ul>				
<b>1.4. Introduction of study programmes in the English language</b>	<ul style="list-style-type: none"> <li>● Identifying the conditions for a study programme to be accredited in the English language</li> <li>● Providing the conditions for a study programme to be accredited in the English language Preparing documentation for the accreditation commission</li> </ul>	<ul style="list-style-type: none"> <li>● Accredited study programme in the English language</li> </ul>	<ul style="list-style-type: none"> <li>● First study programme in the English language</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Teaching and Professional Council, Council, Assistant Presidents of ATUSS and President of ATUSS</li> <li>● Teaching and Professional Councils of Departments</li> <li>● Working groups for preparation of accreditation documentation</li> <li>● Heads, teachers and teaching assistant of a study programme being accredited</li> <li>● National Accreditation Body - Commission for Accreditation and Quality Assurance</li> </ul>

<p><b>1.5. Introduction of a joint master programme in cooperation with a foreign partner (Joint and/or double master degree)</b></p>	<ul style="list-style-type: none"> <li>● Identifying the conditions for a joint master programme with a foreign partner</li> <li>● Providing the administrative/legal framework for the introduction of joint master programmes with foreign partners</li> <li>● Identifying an appropriate foreign partner for a joint master programme</li> </ul>	<ul style="list-style-type: none"> <li>● Completed and adopted general act on realizing joint master programmes</li> <li>● Established cooperation and prepared materials for accreditation of master programmes in cooperation with a foreign partner</li> <li>● Accredited joint master programme</li> </ul>	<ul style="list-style-type: none"> <li>● First accredited joint master programme with a foreign partner introduced</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>● Teaching and Professional Council, Council, Assistant Presidents and President of ATUSS</li> <li>● Teaching and Professional Councils of Departments</li> <li>● Working groups for preparation of accreditation documentation</li> <li>● Heads, teachers, and teaching assistants of a study programme being accredited</li> <li>● Organizational unit for international cooperation</li> <li>● National Accreditation Body - Commission for Accreditation and Quality Assurance</li> </ul>
<p><b>1.6. Introduction of foreign mentorship in master studies</b></p>	<ul style="list-style-type: none"> <li>● Identifying the conditions for the introduction of</li> </ul>	<ul style="list-style-type: none"> <li>● Completed and adopted general acts for the</li> </ul>	<ul style="list-style-type: none"> <li>● Number of master theses with joint mentorship</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>● Teaching and Professional Council, Council,</li> </ul>

	<p>foreign mentorship in master studies</p> <ul style="list-style-type: none"> <li>• Ensuring the administrative/legal framework for the introduction of foreign mentorship in master studies</li> <li>• Identifying appropriate foreign partners for the introduction of foreign mentorship in master studies</li> </ul>	<p>introduction of foreign mentorship in master studies</p> <ul style="list-style-type: none"> <li>• Established cooperation as well as a network of partners for the implementation of foreign mentorship in master studies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partners for the implementation of foreign mentorship in master studies</li> <li>• Increased rate of international mobility</li> </ul>		<p>Assistant Presidents and President of ATUSS</p> <ul style="list-style-type: none"> <li>• Teaching and Professional Councils of Departments</li> <li>• Heads, teachers, and teaching assistants of a study programme being accredited</li> <li>• Organizational unit for international cooperation</li> </ul>
<p><b>1.7. Improvement of international cooperation in research, development, publishing and expert/consulting activities (secondary activities)</b></p>	<ul style="list-style-type: none"> <li>• Realizing functional, organizational, structural and normative improvement with the aim of creating the conditions for intensified secondary activities</li> <li>• Identifying areas of activity in which international cooperation in</li> </ul>	<ul style="list-style-type: none"> <li>• Established functional and organizational structure enabling the implementation of secondary activities at a satisfactory level</li> <li>• Established normative framework of secondary activities at a satisfactory level</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sealed agreements and contracts on joint realization of international projects of secondary activities</li> <li>• Number of ongoing and realized international projects of secondary activities</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>• Teaching and Professional Council, Council, Assistant Presidents and President of ATUSS</li> <li>• Teaching and Professional Councils of Departments</li> <li>• Organizational unit for international cooperation</li> </ul>

	<p>secondary activities could be established</p> <ul style="list-style-type: none"><li>● Generating project proposals for international cooperation in secondary activities</li><li>● Finding specific opportunities, projects and partners for the realization of international cooperation in secondary activities</li><li>● Establishing international cooperation with the aim of realizing projects in secondary activities, as well as follow-up projects</li><li>● Monitoring the results achieved through the realization of international projects of secondary</li></ul>	<ul style="list-style-type: none"><li>● Signed agreements and contracts on mutual international realization of projects in secondary activities</li><li>● Realized international projects in secondary activities</li><li>● Submitted reports on the results achieved in the realization of international projects of secondary activities of ATUSS</li></ul>	<ul style="list-style-type: none"><li>● Positive results achieved in the realization of international projects of secondary activities</li></ul>		<ul style="list-style-type: none"><li>● Heads of all organizational units of ATUSS</li><li>● Teachers, teaching assistants and staff from non-teaching departments</li></ul>
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	activities of ATUSS				
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OBJECTIVE	2. INCREASE IN THE RATE OF INCOMING AND OUTGOING MOBILITY				
NAME OF ACTIVITY	STEPS	OUTCOMES	PROGRESS INDICATORS	DURATION OF ACTIVITY	BEARERS OF ACTIVITY
<b>2.1. Legal and administrative preparation of mobility projects</b>	<ul style="list-style-type: none"> <li>● Carrying out a detailed analysis of the rules of international mobility projects, particularly Erasmus+ programmes, while assessing the competences of ATUSS as well as segments which require improvement</li> <li>● Analysing and improving rule books of ATUSS related to international mobility (Rule Book on International Mobility, Language Policy, Rules and Conditions for the</li> </ul>	<ul style="list-style-type: none"> <li>● Improved rule books related to international mobility of ATUSS (Rule Book on International Mobility, Language Policy, Rules and Conditions for the Selection of International Mobility Candidates)</li> </ul>	<ul style="list-style-type: none"> <li>● Number of analyzed rules and programmes of international mobility and compliance of the general acts of ATUSS with such rules</li> </ul>	2021	<ul style="list-style-type: none"> <li>● Secretariat of ATUSS</li> <li>● Organizational unit for international cooperation</li> <li>● Teaching and Professional Council of ATUSS</li> <li>● Council of ATUSS</li> <li>● Assistant Presidents and President of ATUSS</li> </ul>



	Selection of International Mobility Candidates) with the aim of improving performance and being more efficient				
<b>2.2. Strengthening the Organizational unit for international cooperation</b>	<ul style="list-style-type: none"> <li>● Forming a corresponding unit within the Secretariat of ATUSS (Office for International Cooperation or similar)</li> <li>● Precise definition of work structure related to international mobility - Coordinator for International Cooperation, Coordinator for Mobility, Academic ECTS Coordinator and student representatives</li> <li>● Holding regular meetings with</li> </ul>	<ul style="list-style-type: none"> <li>● Increased number of the members of the Organizational unit for international mobility</li> <li>● Defined activities of individual members of the Organizational unit for international mobility</li> </ul>	<ul style="list-style-type: none"> <li>● Increased level of efficiency of the Organizational unit for international cooperation</li> <li>● Number of meetings of the Organizational unit for international cooperation</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Secretariat of ATUSS</li> <li>● Organizational unit for international cooperation</li> <li>● Assistant Presidents and President of ATUSS</li> <li>● Student Parliament</li> </ul>

	<p>relevant departments with the aim of improving performance</p> <ul style="list-style-type: none"> <li>● Increasing the number of team members</li> </ul>				
<p><b>2.3. Improvement of services for foreign and local mobility students</b></p>	<ul style="list-style-type: none"> <li>● Improving all types of services related to foreign students who participate in international mobility (information on the application process and administrative procedures, the visa regime, insurance and healthcare services, food and accommodation at students dormitories, etc.)</li> <li>● Offering language support to foreign students to learn the basics of Serbian as well as to local students</li> </ul>	<ul style="list-style-type: none"> <li>● Improved, extended and aligned relevant data for students who participate in international mobility</li> <li>● Relevant data published on the web pages of ATUSS and individual Departments</li> <li>● Organized student support working groups for incoming students as well as cooperation with existing support groups in Belgrade</li> </ul>	<ul style="list-style-type: none"> <li>● Improved content as well as the quality of relevant services for students who participate in international mobility</li> </ul>	<p>2021 – 2022</p>	<ul style="list-style-type: none"> <li>● Organizational unit for international cooperation</li> <li>● Secretariat of ATUSS</li> <li>● Student and Teaching Affairs services at individual Departments</li> <li>● Assistant Presidents and President</li> </ul>

	<p>to improve their knowledge of foreign language(s)</p> <ul style="list-style-type: none"> <li>• Creating peer support systems for foreign students (<i>buddy network</i>)</li> <li>• Creating ties between incoming students in Belgrade and existing student groups for incoming students</li> </ul>				
<p><b>2.4. Strengthening ties with foreign institution of higher education in the field of international mobility</b></p>	<ul style="list-style-type: none"> <li>• Identifying potential partners for international mobility of students, particularly in SEE countries (sharing similar languages) and other European countries (particularly those offering courses in English)</li> <li>• Contacting partners and creating the base</li> </ul>	<ul style="list-style-type: none"> <li>• Finalized base of potential partners for international mobility programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Finalized base of potential partners for international mobility programmes</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>• Organizational unit for international cooperation</li> <li>• Secretariat of ATUSS</li> <li>• Assistant Presidents and President of ATUSS</li> </ul>

	for future cooperation on mobility programmes				
<b>2.5. Participation in international mobility projects</b>	<ul style="list-style-type: none"> <li>● Identifying study programmes which could take part in international mobility</li> <li>● Raising the number of master study programmes included in international mobility</li> <li>● Preparing project proposals for mobility programmes</li> <li>● Submitting applications for mobility programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Finalized list of potential participants in mobility in the form of a list of undergraduate study programmes</li> <li>● Finalized extended list of courses available in master studies which are a part of international mobility</li> <li>● Submitted proposals for international mobility projects</li> <li>● Approved international mobility projects</li> </ul>	<ul style="list-style-type: none"> <li>● Number of interested study programmes of undergraduate studies for outgoing mobility</li> <li>● Number of courses in applied studies being a part of international mobility programmes</li> <li>● Number of international mobility projects of ATUSS</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational unit for international cooperation</li> <li>● Coordinators and teams of individual projects</li> <li>● Secretariat of ATUSS</li> <li>● Heads of study programmes</li> <li>● Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>● Assistant Presidents and President of ATUSS</li> </ul>

<p><b>2.6. Promotion of ATUSS as a candidate for international mobility</b></p>	<ul style="list-style-type: none"> <li>● Informing students on current events in international mobility through student organizations</li> <li>● Improving the content on international mobility on the web pages of ATUSS and individual Departments</li> <li>● Promoting current events in international mobility via social media platforms</li> <li>● Participating in international fairs of higher education institutions</li> <li>● Organizing consultation hours for staff</li> <li>● Creating the alumni base of participants in international mobility, as well other alumni of ATUSS in general</li> </ul>	<ul style="list-style-type: none"> <li>● Organized meetings with the representatives of the Student Parliament with the aim of informing students about the current events in international mobility</li> <li>● Improved web page content, as well as an additionally added 'FAQ' section</li> <li>● Realized participation in international fairs of higher education institutions as ATUSS</li> <li>● Organized consultation hours for staff</li> <li>● Finalized alumni base of students with international experience</li> </ul>	<ul style="list-style-type: none"> <li>● Increased visibility of ATUSS and the level of interest with regard to international mobility - among students, staff, the public and potential partners</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>● Organizational units for international cooperation and marketing</li> <li>● Organizational unit for IT and support</li> </ul>
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<p><b>2.7. Design of databases of international mobility</b></p>	<ul style="list-style-type: none"> <li>● Developing databases with a registry and information on mobility projects, outgoing and incoming students, outgoing and incoming staff</li> <li>● Evaluation of participation in international mobility</li> </ul>	<ul style="list-style-type: none"> <li>● Finalized database with information on mobility projects and realized students and staff mobilities</li> <li>● Inserted data on international mobility</li> <li>● Finalized questionnaires for the evaluation of participation in mobility</li> </ul>	<ul style="list-style-type: none"> <li>● Enabled reliable and simple reporting as well as access to quantitative and qualitative data on realizing mobility relevant for continuous self-evaluation and development</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>● Organizational units for international cooperation and marketing</li> <li>● Organizational unit for IT and support</li> <li>● Student and Teaching Affairs services at individual Departments</li> </ul>
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OBJECTIVE	3. IMPROVEMENT OF COOPERATION WITH FOREIGN INSTITUTIONS OF HIGHER EDUCATION, THE ECONOMY AND OTHER PARTNER INSTITUTIONS				
NAME OF ACTIVITY	STEPS	OUTCOMES	PROGRESS INDICATORS	DURATION OF ACTIVITY	BEARERS OF ACTIVITY
<b>3.1. Connecting with relevant European and global programmes and relevant associations for the realization of international projects</b>	<ul style="list-style-type: none"> <li>● Identifying the base of relevant associations and programmes for international projects</li> <li>● Learning administrative and legal financial rules of those association and programmes</li> <li>● Taking membership in and improving the performance of ATUSS with the aim of becoming a member in relevant associations and programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Finalized database with relevant associations and programmes for international cooperation, their rules and conditions</li> <li>● Membership in relevant European and global programmes for the realization of international projects</li> </ul>	<ul style="list-style-type: none"> <li>● Increased diversity of projects of ATUSS</li> <li>● Increased number of projects</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational unit for international cooperation</li> <li>● Secretariat of ATUSS</li> <li>● Accounting department of ATUSS</li> <li>● Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>● Assistant Presidents and President of ATUSS</li> </ul>
<b>3.2. Extension of the base of potential partners for international projects among</b>	<ul style="list-style-type: none"> <li>● Identifying potential partners among SEE countries (sharing similar languages)</li> </ul>	<ul style="list-style-type: none"> <li>● Finalized base of potential partners among foreign HEIs, the economy and</li> </ul>	<ul style="list-style-type: none"> <li>● Number of potential partners</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational unit for international cooperation</li> </ul>

<b>foreign institutions of higher education, the economy and other partner institutions</b>	and other European countries <ul style="list-style-type: none"> <li>● Contacting partners and setting the stage for potential cooperation</li> </ul>	other partner institutions			
<b>3.3. Increase in the number of international projects</b>	<ul style="list-style-type: none"> <li>● Continuing active participation in current projects and taking part in future Erasmus+ calls in the action Capacity Building in Higher Education</li> <li>● Joining Erasmus+ projects from the category of Strategic Partnerships with the aim of setting good examples, as well as projects from the category of Sector Skills Alliances relevant for applied studies and projects from the category of Knowledge/Innovation Alliances for</li> </ul>	<ul style="list-style-type: none"> <li>● Prepared project proposals for participation in international Erasmus+ projects and international projects of other programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Number of international projects</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational unit for international cooperation</li> <li>● Coordinators and teams for individual projects of international cooperation</li> <li>● Secretariat of ATUSS</li> <li>● Accounting department of ATUSS</li> <li>● Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>● Assistant Presidents and President of ATUSS</li> </ul>



	<p>better cooperation with the economy</p> <ul style="list-style-type: none"> <li>• Identifying and joining other types of international projects through various programmes</li> </ul>				
<p><b>3.4. Legal and administrative improvement of project realization</b></p>	<ul style="list-style-type: none"> <li>• Adopting a rule book on realization of international projects</li> </ul>	<ul style="list-style-type: none"> <li>• Defined institutional procedures for submission of project proposals and realization of international cooperation projects in Erasmus+ and other programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient project realization</li> <li>• Increased number of projects</li> </ul>	<p>2021-2022</p>	<ul style="list-style-type: none"> <li>• Organizational unit for international cooperation</li> <li>• Coordinators and teams for individual projects of international cooperation</li> <li>• Secretariat of ATUSS</li> <li>• Accounting department of ATUSS</li> <li>• Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>• Assistant Presidents and President of ATUSS</li> </ul>

					<ul style="list-style-type: none"> <li>● Council of ATUSS</li> </ul>
<b>3.5. Platform for monitoring realization of international projects</b>	<ul style="list-style-type: none"> <li>● Creating a software for project monitoring and management at the level of ATUSS</li> </ul>	<ul style="list-style-type: none"> <li>● Facilitated project implementation, communication with partner institutions, preparation of reporting documentation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Efficient platform</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational units for international cooperation and marketing</li> <li>● Organizational unit for IT and support</li> <li>● Coordinators and individual project teams</li> <li>● Assistant Presidents and President of ATUSS</li> </ul>
<b>3.6. Increase in visibility of ATUSS as a participant in international projects</b>	<ul style="list-style-type: none"> <li>● Improving content on international projects on the webpage of ATUSS</li> <li>● Promoting current events in the field of international projects via social media platforms</li> <li>● Creating promotional material on international activity of ATUSS</li> </ul>	<ul style="list-style-type: none"> <li>● Improved existing content on international projects on the webpage and social media platforms of ATUSS</li> <li>● Realized participation in international fairs of higher education institutions</li> <li>● Finalized promotional materials on</li> </ul>	<ul style="list-style-type: none"> <li>● Scope of realization of promotional activities (number of web page visits, outreach of the video on international cooperation, numbers of shares on social media, etc.)</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Organizational units for international cooperation and marketing</li> <li>● Coordinators and individual projects teams</li> </ul>

		realized and ongoing projects			
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OBJECTIVE	4. COMMITMENT TO INTERNATIONALIZATION AND INTERNATIONAL COOPERATION				
NAME OF ACTIVITY	STEPS	OUTCOMES	PROGRESS INDICATORS	DURATION OF ACTIVITY	BEARERS OF ACTIVITY
<b>4.1. Functional, organizational and structural improvement of ATUSS</b>	<ul style="list-style-type: none"> <li>• Analysis of the functional, organizational and structural set-up of ATUSS and its alignment with international activities</li> <li>• Suggesting measures for the improvement of the existing functional, organization and structural set-up and its alignment with international activities</li> <li>• Preparing recommendation and adopting amendments to the existing general acts and procedures of ATUSS, preparing recommendation and adopting new general procedures and acts of ATUSS</li> <li>• Constant monitoring and</li> </ul>	<ul style="list-style-type: none"> <li>• Established functional, organizational and structural set-up of ATUSS aligned with reliable, predictable, efficient and regular implementation of international activities of ATUSS</li> </ul>	<ul style="list-style-type: none"> <li>• Number of analyzed general acts, processes and procedures</li> <li>• Number of amended and adopted general acts, processes and procedures</li> <li>• Number of realized international activities</li> <li>• Satisfactory level of effectiveness, reliability, predictability, efficiency and regularity of international activities of ATUSS</li> </ul>	<p style="text-align: center;">2021-2026</p>	<ul style="list-style-type: none"> <li>• Heads of all existing organizational units, departments, permanent committees and working groups of ATUSS</li> <li>• Coordinators and individual project teams</li> <li>• Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>• Assistant Presidents and President of ATUSS</li> <li>• Council of ATUSS</li> </ul>

	<p>recommendation of further measures for the improvement of the functional, organizational and structural set-up of ATUSS and its alignment with international activities</p>				
<p><b>4.2. Establishing a corresponding normative framework in the sphere of international cooperation</b></p>	<ul style="list-style-type: none"> <li>● Analysis of the existing normative framework regulating the domain of international cooperation of ATUSS</li> <li>● Preparing measures for the improvement or the establishment of a corresponding normative framework regulating the domain of international cooperation of ATUSS</li> <li>● Adopting general acts in the normative framework for international cooperation of</li> </ul>	<ul style="list-style-type: none"> <li>● Adopted rules defining the normative framework for international cooperation, starting from initiative-making to establishing some form of international cooperation, to realization, monitoring and control over international cooperation</li> </ul>	<ul style="list-style-type: none"> <li>● Number of analyzed general acts, processes and procedures in the domain of international cooperation</li> <li>● Number of amended and adopted general acts, processes and procedures in the domain of international cooperation</li> <li>● Number of realized international activities</li> <li>● Satisfactory level of effectiveness, reliability, efficiency and regularity of international activities of</li> </ul>	<p>2021-2026</p>	<ul style="list-style-type: none"> <li>● Heads of all existing organizational units, permanent committees and working groups of ATUSS</li> <li>● Coordinators of individual projects</li> <li>● Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>● Assistant Presidents and President of ATUSS</li> <li>● Council of ATUSS</li> </ul>

	<p>ATUSS</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring and recommending measures for further improvement of the normative framework regulating the domain of international cooperation of ATUSS</li> </ul>		ATUSS		
<p><b>4.3. Continuous improvement of linguistic competences of students and staff</b></p>	<ul style="list-style-type: none"> <li>• Carrying out an analysis of the opportunities for learning new and improving the existing knowledge of students and staff with regard to global languages, that is, languages widely used on a global scale</li> <li>• Creating an encouraging environment as well as the conditions for gaining new and improving the existing knowledge of students and staff, with regard to global languages</li> </ul>	<ul style="list-style-type: none"> <li>• New knowledge gained and the existing knowledge of students and staff improved with regard to global languages</li> <li>• Increased number of students and staff with the gained knowledge of global languages</li> </ul>	<ul style="list-style-type: none"> <li>• Number of realized courses and other forms of knowledge transfers with the aim of learning global languages</li> <li>• Number of students and staff who attended the courses and other forms of knowledge transfers with the aim of learning global languages</li> <li>• Number of students and staff who gained new and improved existing knowledge with regard to global</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>• Assistant Presidents and President of ATUSS</li> <li>• Heads of all existing organizational units and departments of ATUSS</li> <li>• Teaching and Professional Council of ATUSS and Teaching and Professional Councils of Departments</li> <li>• Staff of ATUSS</li> <li>• Students</li> </ul>

			languages		
<b>4.4. Ensuring reliable and sufficient own financial means for international cooperation</b>	<ul style="list-style-type: none"> <li>● Regular analyzing of the existing and potential resources for financing activities of internationalization and the development of international cooperation</li> <li>● Regular planning of financial means necessary for activities pertaining to internationalization and the development of international cooperation</li> <li>● Regular analyzing and monitoring of resources planned for activities of internationalization and development of international cooperation</li> <li>● Regular analyzing and monitoring of financial results achieved through project realization dealing with internationalization and international</li> </ul>	<ul style="list-style-type: none"> <li>● Reliable, sufficient and regular financing of activities pertaining to internationalization and the development of international cooperation provided</li> <li>● Negative financial effects pertaining to internationalization and the development of international cooperation prevented</li> <li>● Stable and positive financial situation enabled</li> </ul>	<ul style="list-style-type: none"> <li>● Expenditure for activities of internationalization and the development of international cooperation</li> <li>● Income made through activities pertaining to internationalization and the development of international cooperation</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Assistant Presidents and President of ATUSS</li> <li>● Council of ATUSS</li> <li>● Subject designated for monitoring the process of internationalization and development of international cooperation</li> <li>● Accounting department of ATUSS</li> <li>● Organizational unit for international cooperation</li> </ul>

	cooperation				
<b>4.5. Establishing a mechanism for monitoring the process of internationalization and the development of international cooperation</b>	<ul style="list-style-type: none"> <li>● Carrying out an analysis with the aim of finding a corresponding way of monitoring the processes of internationalization and the development of international cooperation</li> <li>● Designating a person in charge of monitoring the process of internationalization and the development of international cooperation as well as defining his/her duties and responsibilities</li> <li>● Analyzing the reports submitted by the designated person monitoring the process of internationalization and the development of international cooperation</li> <li>● Recommending measures for the improvement of the</li> </ul>	<ul style="list-style-type: none"> <li>● Designated person for monitoring the process of internationalization and the development of international cooperation</li> <li>● Timely identifying and removing obstacles, problems and inconsistencies in the process of internationalization and the development of international cooperation</li> <li>● Recommending measures for the improvement of the process of internationalization and the development of international cooperation and the removal of the identified obstacles, problems and inconsistencies in such processes</li> </ul>	<ul style="list-style-type: none"> <li>● Designated person for monitoring the process of internationalization and the development of international cooperation with defined duties and responsibilities</li> <li>● Identified and removed obstacles, problems and inconsistencies in the process of internationalization and the development of international cooperation</li> <li>● Realized process of internationalization and the development of international cooperation in accordance with the planning documentation</li> </ul>	2021-2026	<ul style="list-style-type: none"> <li>● Assistant Presidents and President of ATUSS</li> <li>● Council of ATUSS</li> <li>● Subject designated for monitoring the process of internationalization and the development of international cooperation</li> </ul>



	process of internationalization and the development of international cooperation and the removal of the obstacles, problems and inconsistencies in such processes				
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PRESIDENT OF THE TEACHING AND PROFESSIONAL COUNCIL OF ATUSS

Dr Vera Petrovic, professor of applied studies