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| Internationalization Strategy of the University of East Sarajevo 2018 - 2023 |
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***February, 2018.***

# Introduction

The internationalization strategy is an important document sttaing main goals as to define the direction in which the University should move when it comes to international recognition of the University, to increase incoming and outgoing mobility, to increase visibility of the University, etc. Our university is trying to include cooperation and partnership activities in research, teaching and learning, cooperation in foreign language teaching, deeper involvement of university graduates from other countries in the teaching process and partnership with non-academic international organizations. The importance of resources and infrastructure supporting internationalization is increasing. The Internationalization Strategy of the University of East Sarajevo was created according to the model of modern strategies of other universities in the region and beyond, and is in accordance with the Development Strategy of the University of East Sarajevo 2015-2020.

Internationalization is defined as one of the key parameters of university development. After various internal and external evaluations conducted at the University, international cooperation was one of the weakest points. The main disadvantages were: insufficient number of study programs in foreign languages, insufficient visibility and attractiveness of our university, insufficient mobility, poorly developed mobility support services at the University and faculties/academies, uneven internationalization at different faculties/academies, inadequate mechanisms for monitoring mobility, lack of knowledge of foreign languages ​​in the teaching staff, lack of recommendations and an administrative framework governing the organization and implementation of internationalization activities (administrative manuals, brochures and information packages prepared for incoming students, etc.).

The Quality Assurance Service and the International Cooperation Service together with the University management have performed SWOT and PEST analyses of the current situation in the field of internationalization, analytically processed completed questionnaires on internationalization by students, teaching and administrative staff, and based on the obtained data, developed an internationalization strategy and defined strategic development goals. The strategy obtained a broad consensus at the University with the support of the management of the faculties/academies and the University, and has undergone a public debate. The new strategy will enable the University to become more competitive in the market and to be more internationally recognized. In order to be acceptable and usable, it is necessary to develop a whole range of procedures and tools such as an English language website, program and study descriptions, a description of research opportunities, placement opportunities, recognition of acquired qualifications outside of BiH, etc.

Various international co-operation and exchange programs could attract students to enroll in the University of East Sarajevo and have the effect of reducing students’ intentions of leaving from our university. The special mission of our University is to enable young people to remain in the places covered by our University, which is why a good internationalization strategy is a vital thing.

The University of East Sarajevo has decided to open and cooperate and is eager for the best possible cooperation with other higher education institutions. The university as a public institution has an obligation to the entity/state to take care of the quality assurance of higher education and science, which is impossible to achieve without a well-developed internationalization program in every sense.

Through internationalization, the University of East Sarajevo could create a core of well-educated experts from various fields who are educated either at other institutions or with the help of foreign experts at their home institution, and who will improve the quality of work of the University in every sense.

The main goals of the University internationalization are to enable the competencies of our graduates in accordance with international standards, to reach international standards of quality of teaching and science, to maintain competitiveness, to generate additional income for the institution through various projects, to develop references of our teachers through cooperation and exchange of information with colleagues from abroad, to strengthen professional and administrative services dealing with international cooperation, in particular the mobility of teachers and students, education of teaching and non-teaching staff, and studens for international cooperation, to create different mechanisms for exchanging information related to international academic cooperation (databases, etc.) for the staff etc.

The university development depends on improving the quality of education, the free movement of people, greater student mobility and work placements, learning foreign languages and gaining experience through study.

The key things in the development of international cooperation must be the staffing of the Office for International Cooperation, liaising with known faculties / academies of foreign universities with the possibility of creating a joint program, increasing international exchange of students and teachers, facilitating student exchange programs, encouraging the use of European and other funds for mobility projects etc.

The Internationalization Strategy of the University of East Sarajevo, with its strategic goals, is a guide to the development of internationalization and contains a clear description of the responsibilities of all actors involved in its implementation, with precise deadlines for the implementation.

The University of East Sarajevo wants to develop international cooperation by creating quality international programs, integrating innovation and the latest scientific developments into curricula, and collaborating with institutions that foster a similar culture and work goals.

*Vice-rector for International Cooperation and Quality Assurance*

*Prof. Dr Dejan Bokonjic*

# The mission, vision and values of the University

The university internationalization strategy, adopted primarily because of the newly established orientation of the university to contemporary processes in the world, is the overall strategic orientation of the institution established by the Development Strategy of the University of East Sarajevo 2015-2020. In the Development Strategy 2015-2020, internationalization, ie international cooperation, has been addressed mainly through key functional university processes. Given the current trends in higher education, internationalization has become a separate need for universities through which, in addition to competitive advantage, it is possible to raise the quality of higher education as a whole. Internationalization is intertwined with key processes, namely teaching, research, artistic, economic, financial, legal and other logistical processes.

For the purposes of the internationalization strategy, no new mission, vision and values have been elaborated individually, because they have already been incorporated into the Development Strategy 2015-2020. The following section outlines the mission, vision and values of the University of East Sarajevo, which are binding and an integral part of the University internationalization strategy.

## 2.1. Mission of the University (Our goal ... why are we here?)

The mission statement of the University reflects the basic purpose of its existence and recognizable ways of realizing its role in satisfying the interests of all users: students, employees and the wider community.

The University of East Sarajevo, as an institution with organizational units in several locations, occupies a special place among the universities of Republika Srpska and Bosnia and Herzegovina. It defines its position in the mission statement, which is a stronghold in the process of change and strategic planning policies at all levels. The mission of the University is the base for strategic and operational management.

"The mission of the University is to provide its users, through a stimulating environment, with the acquisition of educational and research competences that will achieve the educational and professional standards necessary for social, economic and cultural advancement in accordance with the projected national and international priorities."

The University of East Sarajevo will accomplish its mission by:

- playing a significant role in maintaining the demographic balance of the population, retaining young people in cities where colleges and academies are located, thereby reducing the level of absorption of smaller communities by large cities - demetropolisation, creating preconditions that even young people with modest material conditions can to continue their education at the university;

- contributing to the development of society as a whole being open to all students, regardless of their national, ideological, cultural or social background;

- improving and increasing its position in a competitive environment by measuring its business performance against international standards;

- ensuring adequate quality of teaching and research and artistic work for its students;

- becoming a significant, sustainable and socially responsible university in Republika Srpska and beyond, as well as being part of the wider international environment, while nurturing its personality through language and culture;

- offering a wide range of study programs that are constantly adapting to the latest teaching, scientific and artistic achievements, but also to the needs of the labor market;

- providing adequate working conditions as well as social and cultural activities of its students;

- creating a favorable and stimulating environment for teaching and non-teaching staff;

- giving great importance to the participation of students, teaching and non-teaching staff, as well as representatives of the community in shaping teaching and management activities;

- seeking to apply a flexible and dynamic organization model;

- cooperating with its graduates;

- generating the highest level of knowledge and enabling inclusion in contemporary world processes considering the knowledge as the most important resource at the beginning of the third millennium for the benefit of economic and cultural development and progress.

## 2.2. Vision (Where do we strive to be in the future?)

It is the responsibility of the University to work on the development of the educational and research process with particular emphasis on developing knowledge and acquiring skills that will provide quality human resources capable of responding to the challenges of the environment.

"The vision of the University is to become recognized at the regional and international levels through excellence in teaching, research and the arts."

The vision of the University of East Sarajevo is to be a higher education institution that:

- continuously develops its autonomy;

- openly, willingly and readily accepts the expected changes in the field of higher education, scientific research and artistic work;

- promotes and supports public debates and democracy;

- provides students with professional knowledge according to the changing requirements of the regional, national or international environment;

- strengthens internationalization in enabling students to succeed in a global society and in enhancing teaching staff and student mobility;

- applies new technologies in teaching;

- continuously develops a quality assurance system;

- enhances the effectiveness of study at all levels;

- ensures continuous participation of students in the teaching, research, artistic and management process;

- continuously develops and advances relations with industry and alumni organizations in order to obtain feedback for the improvement of teaching and research process;

- works on the process of financial independence through the development of entrepreneurship and innovation in education and research;

- follows the highest standards in disciplinary and multidisciplinary research in order to advance and develop knowledge for the benefit of the local and wider environment, social institutions and for the benefit of its own development;

- achieves international standards in its own operations and management and in the introduction of strategic management as a framework for future decision-making.

## 2.3. Values (What do we stand for?)

As an institution and as a community, the University is committed to upholding the core values that guide it in carrying out the mission and achieving the vision. These values define the way how the University operates.

The core values of the University are integrity, responsibility and cooperation. The goal is to work to the highest standards, fostering innovation, creativity and excellence in all fields of activity. The university is dedicated to the intellectual growth, social formation and well-being of students. It recognizes the strengths that arise from the diversity of students and staff and tries to steer them in the desired direction.

The fundamental values of the University are:

**INTEGRITY:** The University is committed to the principle of academic freedom based on the integrity and respect of relevant standards and criteria in its work.

**RESPONSIBILITY:** The University is responsible for the decisions, procedures and results made.

**COOPERATION:** The goal is for the University to work and create a sustainable partnership with national and international organizations.

**STUDENT ORIENTATION:** The goal of the University is to create relationships with students from their first involvement with the University, during their studies, and during their future lives as alumni (graduate students).

**COLLEGIALITY:** Commitment to collegiality in all aspects of life and work by treating all members of the community and others with respect, courtesy and encouragement of success.

**EXCELLENCE:** Efforts are made to contribute to the economic progress and social well-being of Republika Srpska and BiH. Through learning, research and artistic work, some of the most significant problems of today and the establishment of new methodologies in the work are being solved.

**CARE OF THE ENVIRONMENT:** The University takes a proactive approach to environmental care and strives to adopt best practices in interacting with local communities.

# Analysis of internationalization situation through conducted questionnaires

At the beginning of the academic year 2016/17, an initiative was commenced by the Vice-Rector for International Cooperation and Quality Assurance at the University of East Sarajevo, and a Quality Assurance Coordinator to develop the Internationalization Strategy of the University. At the University of East Sarajevo, at the beginning of the academic year 2016/17, a survey was conducted among the management of the University and organizational units regarding internationalization, and then a survey among students in the final years of I and II study cycles. A survey was also conducted on the recognition of qualifications among the secretaries of faculties and academies, and the University.

For the purpose of each survey, a special questionnaire was developed, adapted to the conditions of study in Republic of Srpska and Bosnia and Herzegovina. The completion of the questionnaire was organized by the quality assurance office in cooperation with all departments and management of the organizational units.

The exact number of students surveyed was 895 out of 3,056 students (29.28%) who were eligible for the survey (full-time students, students of 3, 4, 5 and 6 years of study, and Masters). The number of executives surveyed at the level of Universities and faculties/academies was 22 out of 57 in total (38.59%), and the number of secretaries surveyed was 15 out of 18 (83.33%).

This was the first time that an examination of key persons of the University, ie internal users, had been carried out regarding various aspects of internationalization. The self-evaluation reports of the University and its organizational units, showing the different analyzes of international cooperation, together with the conducted analyzes through questionnaires and current trends in higher education with the analysis of similar internationalization practices in the region and Europe, were the basic elements that were taken into account in the conception of the internationalization strategy.

# *PEST* analysis

As a basic foundation of strategic planning, PEST analysis of the internationalization of the University of East Sarajevo focuses on the external environment, that is, the opportunities and threats of the external environment that may have an impact on the University internationalization process itself.

Through the PEST analysis, the basis for a better understanding of the current position of the University internationalization as well as the potential directions in which the internationalization process itself should be developed is provided.

By identifying opportunities and threats in the PEST analysis, the internationalization of the University was viewed through a magnifying glass of political, economic, social (demographic) and technological factors.

The findings obtained through this analysis will form an integral part of the SWOT analysis of the University internationalization.

## 4.1. Political factors

Considering the internationalization of the University through the prism of political factors, one must first take into account the fact that the University of East Sarajevo is a public university which faculties and academies operate in 10 cities and municipalities in the eastern part of Republika Srpska, where they represent the main generator of development of this part of the territory. Given that this is a less economically developed and less populated part of Srpska, both local and entity levels of government are interested in cooperating with the University in order to reduce the effects of negative economic and demographic trends in this area. The University should use the interest of all levels of government by seeking the support of institutions for the implementation of programs and initiatives that will improve not only higher education but also the economic environment in RS/BiH.

Investing in the internationalization programs of the University, in addition to improving the quality of higher education in RS/BiH, would also result in the possibility of improving the economic cooperation of domestic entities with foreign partners. Internationally developed higher education of RS and BiH would be the best promoter of RS and BiH in Europe and would represent a bridge of cooperation between stakeholders from multiple spheres.

The second most influencing fact regarding internationalization process is the commitment of the entity and joint authorities at the BiH level to join the European Union. This process implies successful and continuous cooperation of all public universities from both entities. The University of East Sarajevo successfully accomplishes this type of cooperation, which has already created the precondition for its inclusion in the wider academic community, exchange of teachers, realization of study programs, and participation in joint projects. The key to successful internationalization of higher education is the joint action of all public universities in BiH, while respecting the competencies of the entities and cantons and the basic principles set out in the Framework Law on Higher Education of BiH.

The lack of a clear vision, coherent policy and strategy for the development of higher education in BiH, in a complex global context, is the greatest threat to the development of internationalization of all higher education, and therefore of the University of East Sarajevo. This fact should be particularly taken into account in view of the increasing competition in both the domestic and international markets. Decision makers and policy makers, together with academics, need to find local solutions to global problems, which is one of the priorities of the University of East Sarajevo in the field of internationalization development.

## 4.2. Economic factors

Economic factors, on a large scale, have an impact on the development of the internationalization of the University because it is a reform-development process that requires new financial and other material investments. Namely, education in BiH is mainly financed from public funds, ie. from the entity, cantonal and budget of the Brcko District. Republic of Srpska, as the founder of the University of East Sarajevo, has the responsibility of designating education resources. In Republic of Srpska, on average, about 4% of GDP is spent annually on education. Republic of Srpska allocates more than 50% of GDP for primary education, while an average of 18% is allocated to higher education from the total education budget. Although there is a noticeable upward trend in the allocation of funds for the development of higher education in RS and BiH, the allocated funds are still lower than in Europe and mainly cover only personal income expenditures, while a very low amount goes to the organization of teaching, research funding. equipping with laboratory and IT equipment and the like.

The RS/BiH economy, as a small economy undergoing transition, is largely subject to the influence of general economic factors and unfavorable trends related to basic macroeconomic indicators. The economic crisis that gripped the world in 2008 still poses major problems for the countries with which BiH has the highest level of economic cooperation, which is directly reflected in the speed of recovery of the RS/BiH economy. The modest economic growth, stagnant disposable income, poor purchasing power of the population, lead to a decrease in public revenues, thus limiting the possibilities for financing higher education, and hence the University.

For these reasons, the University of East Sarajevo is challenged to finance development processes, including internationalization, by providing more of its own resources through participation in international programs, together with other higher education institutions in BiH, as well as with partners from the economic sector.

Despite the fact that the cost of studying in RS is the lowest in the region, there is a noticeable drop in the number of students enrolled in the first year of study, which is partly a consequence of unemployment, or a drop in demand for higher education staff. The smaller number of students enrolled, with the increase in the number of students who choose to leave the study, negatively affect the income of the University and its organizational units, which is one of the threats that must be taken into account when planning the University internationalization process.

Current trends in the higher education market are a threat due to upcoming competition from the private sector. There are currently 17 private colleges and universities registered in Srpska. In such an environment, it is necessary to profile the competitive advantages of the University with a focus on the quality of the teaching and scientific process. With developed strategic approach, well-designed marketing campaign, and development of the University internationally, the University should stand out from the mass of competitors from the private sector. The primary chance in establishing the University lies in the quality of the level of acquired knowledge, skills and competence, as well as the recognition of the diploma obtained at the University of BiH and beyond. By strengthening and building a market economy, in which quality acquired knowledge is a dominant factor in production and economic prosperity, the function of a public university, which involves the transfer of knowledge, would become more important and socially responsible.

## 4.3. Social and demographic factors

The main demographic and social factors that can positively influence the development of the University internationalization are the professional potential of former students abroad, the specificity of the cultural/historical heritage of RS/BiH and the public benefit of the University regarding society. Namely, RS/BiH staff in the world are recognized as high quality and considerable number of them perform significant functions in educational institutions as well as in other governmental or economic institutions. One of the opportunities that the University should use is to connect and strengthen cooperation with alumni and RS/BiH associations in the diaspora, all with the aim of strengthening international ties and contacts.

The higher education area of ​​RS/BiH, and thus the University of East Sarajevo, could be of interest to the wider academic public in studying the cultural and historical past of these areas. RS/BiH can provide the best lessons on conflict and the post-conflict period, on dialogue and reconciliation, and on the specific governance. BiH is a place where three religions, three nations and three cultures meet, and, with the creation of quality educational content and programs, it would be an ideal center for studying the development and diversity of the Slavic group of nations and languages. In this way, higher education institutions from RS/BiH, as well as the University itself, would attract the attention of foreign students and scholars.

The university should present the results achieved, not only in the field of education and science, but also those of general importance to society to the community in which it exists. The results achieved by the University must be visible and recognizable to the public for two reasons: in order to distinguish the University from other HEIs and to change the public awareness of higher education.

The negative demographic picture of RS/BiH is a concern for every university. The smaller number of students is a consequence of the negative natural growth rate and the increasing number of young people choosing to leave these areas. In the process of internationalization, the University should partially neutralize the unfavorable demographic trends by insisting on the quality of the acquired knowledge, developing the teaching and scientific process internationally, providing favorable conditions for progress to the best students. The university should present itself to active and prospective students as a public higher education institution that offers more opportunities for learning and further development than others. As such, the University would retain more youth in RS/BiH, thus fulfilling one of its social responsibilities.

## 4.4. Technological factors

Internationalization, as part of the process of globalization and the transition to a knowledge-based society and economy, places new major challenges and demands on higher education and the University. The main role of the University is to create knowledge and transfer it to new generations. By implementing this process, the University builds continuity in the development of society and each new knowledge, initiates social change and contributes to overall progress. Considering that the acquisition of knowledge requires the daily use and practical application of tools and techniques, it is concluded that technology is a key factor for the development of every organization, especially the University. In the process of internationalization, the University of East Sarajevo should be more able to provide current and future students with advanced knowledge and skills that are in line with current trends in order for both the University and its students and staff to be more advantageous to the environment.

The period of war devastation and political and demographic changes in this region has resulted in the destruction of existing and then the deadlock in the development of new technologies. These developments have resulted in BiH/RS lagging in technological equipment and progress in relation to the environment and EU countries. Since the University itself is a part of society, all the events of the past were reflected in its development, and the biggest consequence is the reduced attractiveness of studying at the University, especially in the field of technical and natural sciences.

Although Republic of Srpska has invested heavily in equipping the University with modern equipment and laboratories over the past decade, there is a need for constant investment in equipment to bring the University closer to European standards and become attractive to foreign students and researchers. Providing funds for the development of new technologies is one of the greatest challenges for the University, which could be achieved through cooperation with foreign partners and finding modules for the implementation and introduction of new technologies in the teaching and scientific processes at the University.

In the process of internationalization, the University should significantly expand and modernize its teaching and research capacities, adapt curricula and methods to world cohesion and standards. Secured teaching in one of the world's languages, distance education, international graduate programs of a regional character, developed transnational higher education forms the basis for the capacity to open the University to the international community and to join the international higher education network.

The technological equipment and quality of the teaching process are a basic indicator of the success of each university at the international level. The whole process of applying internationally recognized criteria in science and higher education at the University should be supported by a complete society in order to ensure the policy of creating its own staff, first of all for the development of the University and then the wider community.

# *SWOT* analysis

SWOT analysis is a decision-making mechanism in different circumstances of the respective institution*.* It name comes from:

* ***S****trenghts*
* ***W****eaknesses*
* ***O****pportunities*
* ***T****hreats*.

SWOT analysis highlights the positive and negative factors of the institution with appropriate analyzes of the internal and external environment enabling the development of a strategy based on basic information in the organization and the environment in which it operates.

*Table 12. SWOT analysis of the internationalization of the University from a student perspective*

|  |  |  |
| --- | --- | --- |
| Internal | Positive | Negative |
| **Strenghts*** Awareness of mobility programs and adequate information;
* Good communication among students, teachers and IR staff;
* available and supportive staff while applying for mobility programs;
* the usefulness of the institutional website of the University with the presentation of interesting mobility information;
 | **Weaknesses*** insufficient information to students about the programs available;
* unclear motivation (the idea of mobility is without a clear purpose);
* unclear benefits gained from the mobility program;
* misunderstanding and under-informing students about recognition procedures;
* lack of finances;
* language barriers;
 |
| External | **Positive** | **Negative** |
| **Opportunities*** gaining personal and professional experience;
* students' intercultural experience;
* potential employment benefits;
* networking with colleagues from abroad;
* opportunities for further cooperation and contacts;
* studying in a different education system;
 | **Threats*** selection of an inadequate mobility partner;
* selection of inadequate study program;
* loss of academic year / semester at home institution due to inadequate choice of courses;
* non-recognition of qualifications acquired;
* the importance of mobility numbers without the quality of mobility;
 |

## 5.2. *SWOT* analysis of the internationalization of the University from a management perspective

SWOT analysis of the University from perspective of the management was done mainly on the basis of a questionnaire filled in by the rector, vice-rectors, deans, vice-deans and officials for international cooperation. The sample included a total of 22 responses and included all organizational units of the University. This SWOT analysis served in conjunction with the SWOT analysis from a student perspective to develop a strategic action plan and define internationalization indicators. The SWOT analysis is presented in the following table.

*Table 13. SWOT analysis of the internationalization of the University from a management perspective*

|  |  |  |
| --- | --- | --- |
| Internal | Positive | Negative |
| **Strenghts*** recognized importance of internationalization;
* different types of support for outgoing and incoming staff;
* centralized data for most internationalization activities;
* growing number of international cooperation projects and programs;
* increasing staff mobility;
 | **Weaknesses*** unpreparedness for serious internationalization;
* lack of financial resources;
* lack of infrastructure for incoming staff at certain organizational units;
* internationalization is not a priority on org. units;
* lack of appropriate legislation and institutional acts;
* lack of contact persons for internationalization by org. units;
* lack of strategy;
* lack of staff for international cooperation;
 |
| External | **Positive** | **Negative** |
| **Opportunities*** establishing internationalization means involving more entities;
* development of new procedures;
* cooperation with institutions from BiH and abroad;
* use of good practice from foreign institutions;
* internationalization of the curriculum;
* capacity development;
* improving quality in research and teaching;
 | **Threats*** there is no unique form for internationalization;
* resistance to the internationalization process at different levels;
* lack of persistence in implementation;
 |

# Action plan

The Action Plan is an overview of key strategic elements through tables detailing strategic goals, operational goals, measures, goals, activities, budgets and responsibilities. All these elements are defined for one key reason, which is to link strategic and operational management through the creation of an integrated management system.

The University of East Sarajevo defines 5 strategic goals of internationalization, namely:

Strategic goal 1: Strengthening the structure and regulation of internationalization;

Strategic goal 2: Improving awareness of all users;

Strategic goal 3: Increasing the involvement of the University in international cooperation programs;

Strategic goal 4: Strengthening the international recognition of the University;

Strategic goal 5: Strengthening the internationalization of the curriculum.

All strategic goals are oriented mainly towards the improvement of internal processes, the user perspective, as well as the learning and growth perspective of employees and the organization, less the financial perspective. By effectively advancing the first three perspectives outlined, enhancing the financial perspective will be the logical order of action.

The following principles will be applied in achieving the set strategic goals, through which they will contribute to the creation of an integrated management system:

principle 1 - translate strategy into operational terms;

principle 2 - balanc an organization against strategy;

principle 3 - make the strategy permeate the activities of employees on a daily basis;

principle 4 - strive to make the strategy a continuous process;

Principle 5 - initiate leadership through change from the top of the organization.

The Action Plan brings together all the strategic elements and provides a comprehensive spreadsheet of all the strategic goals.

# Indicators for internationalization

Internationalization indicators represent qualitatively or quantitatively set strategic goals and/or operational goals.

Indicators are also called key success indicators, key business indicators, measures or quality indicators. This strategy used the term indicators for internationalization. They are used to determine whether an organization is meeting its strategic/operational goals and is moving toward the successful implementation of its strategy. Indicators are described as quantifiable standards that are used to evaluate performance against expected results.

Indicators are ways to decide or approach an organization's performance or measures of success, without showing how things can be improved or how an organization's success can be achieved. As the name implies, they only indicate or show different states, both qualitative and quantitative. They indicate performance in key areas of business.

Behind the indicators are performance measures, where indicators represent measures derived directly from the strategy or strategic goals, while the general name of the performance measure can refer to any measures defined in the organization for any reason.

Indicators for internationalization are fully linked to the action plan, with their first number indicating the name of the strategic goal, the second number indicating the name of the operational goal and the third one indicating the number of indicators for internationalization.

The following tables show all indicators from the action plan with the name of the indicator, its description, method of data collection, applicability, level of application and complexity.