

According to Article 43, Paragraph 1, Item 50 of the Statute of the University of Belgrade (the Gazette of the University of Belgrade, nr. 201/18, 207/19, 213/20, 214/20, 217/20, 230/21, 232/22, 233/22, 236/22, 241/22, 243/22, 244/23, 245/23, 247/23, 251/23, 258/24, 260/25 and 262/25), at the meeting held on November 26, 2025, the Senate of the University of Belgrade adopted the following

## **STRATEGY FOR THE INTERNATIONALIZATION OF THE UNIVERSITY OF BELGRADE 2025-2030**

### **Introduction: Challenges and Redefining Priorities**

The challenges with which modern world is facing, such as pandemics, global migrations, climate changes, inequality, accessibility to information and relevant information sources, have a considerable impact on all aspects of human existence.

These challenges have all prompted the need and the requirement to redefine the present-day world dynamics and relations through:

- redefining mutual relations
- redefining the relationship with the planet
- redefining the relation to modern technology

Education and the internationalization thereof have been recognized as a means of overcoming obstacles, redefining the above relations and understanding mechanisms which influence global activities from the local level, which is one of the prerequisites for solving challenges and making social headway.

### **Tasks**

In view of the above, the concept of *Global Citizenship Education* has become a key trend in present-day education and set the following tasks before educational systems and institutions worldwide, including the University of Belgrade:

- Reforming the curriculum and informing students about global challenges and issues by promoting human rights, learning about the nature and the environment, geography and history, the inequality which is present globally
- Teaching students critical thinking skills, comprehension, constructive approach to problem-solving, understanding of different perspectives, team work, cooperation with people from different cultural backgrounds
- Building up a system of values which promotes a comprehensive view of the world, respect for diversity, openness and equity

As an institution which recognizes and follows present-day dynamics when it comes to the development of education and science worldwide, the University of Belgrade adjusts its activities and directs its focus to emerging needs and requirements by redefining the Strategy for the Internationalization. The Strategy has been adapted to increasingly faster global changes in all segments of the society and simultaneously makes a step forward towards a global affirmation of both the University of Belgrade and the Republic of Serbia.

## **Guiding Principles of the University of Belgrade**

Global flows and modern tendencies on the international higher education scene, as well as the national and the regional environment, including its traditional openness to the world, have all shaped the following guiding principles for the University of Belgrade:

- academic excellence
- social responsibility
- sustainability and responsible management
- inter- and multidisciplinary approach to education and research
- equality and inclusion

The above principles have a common goal to preserve the tradition of the University of Belgrade as a leading higher education institution in the region of South-East Europe, offering a high level of scientific-research work, based on the current trends in the society, which have earned it the title of the *university of national importance*.

## **Strategic Goals of the University of Belgrade**

The shift in priorities and the traditional openness towards the world, have prompted the need to upgrade the main goal of the internationalization at the University of Belgrade, which is to prepare students and staff to live, work and learn together in a global society, by introducing new strategic aims:

1. attracting best students from the region, Europe and the world
2. increasing the number of students and staff with international experience
3. creating an inclusive environment
4. developing and increasing the number of international strategic partnerships
5. developing new study programs with a focus on entrepreneurship

## **Attracting Best Students from the Region, Europe and the World**

Emigration and brain drain lead to demographic transition, decreasing the number of qualified and highly-educated staff in various fields, as well as the number of students, while at the same time making the exchange of ideas, technological advancement and internationalization of education difficult. Increasing the number of international students may be one of the responses to the challenges which the entire society is facing, including the University of Belgrade included, as a highly important factor in the educational system of the Republic of Serbia. As a key activity in reaching this goal, the University of Belgrade has recognized the development and active promotion of an attractive educational offer which follows contemporary trends in the fields of interest for the institution and the society as a whole and which has been accredited in foreign language(s) as well.

## **Increasing the Number of Students and Staff with International Experience**

Increasing the number of students and staff with international experience represents one possible pathway for spreading a network of partnerships of the University of Belgrade and making long-term relationships with leading higher education institutions across the globe. Students and staff, as our best ambassadors, represent and promote the University of Belgrade throughout the world and enable the strengthening of cooperation with universities in the

region, Europe and more widely, and also follow global trends in education and science, thus reinforcing the development of the University itself.

Increasing the number of students and staff with international experience is a key factor in the development of the economy and modern society as a whole. Students and staff with international experience often become leaders in their respective fields, owning the ability to successfully respond to global challenges. Investing into education and mobility and developing the infrastructure for support may considerably improve the competitiveness of both the University of Belgrade and the Republic of Serbia in the global context.

Better ranking at global ranking lists, which should at the same time increase the international visibility of the University of Belgrade, represents an expected outcome of this idea. For these reasons, the University of Belgrade should continue to actively engage in promotion of international experience as a key factor of personal and professional development of students and staff, who would in turn be the bearers of economic and social development and competitiveness.

### **Creating an Inclusive Environment**

Creating an inclusive environment at the University of Belgrade is one of its most important strategic goals and implies a creation of an environment in which all individuals, irrespective of their diversities, can feel accepted, respected and equal.

The most important thing to do in order to create an inclusive environment at the University of Belgrade, is educate all relevant stakeholders in the process so that they can recognize and understand the differences in culture, competences, education and various aspects of human identity, develop empathy, tolerance and respect for different experiences.

Inclusion should be embedded in all aspects of life – from adapting teaching methods in the academic community, to providing equal access to education and employment, as well as raising awareness in the wider social community about what inclusion really represents and what its ultimate contribution may be, not only for the University of Belgrade, but for the society in general.

Creating an inclusive environment is not only an ethical responsibility, rather, it is a pathway towards increasing innovations, creativity and productivity in all aspects of life. All individuals, when they feel accepted and respected, have a better chance of contributing to the society in a positive way.

### **Developing and Increasing the Number of International Strategic Partnerships**

Strategic planning of international partnerships is one of the key aspects of the development of an institution as a whole. A strategic approach to planning possible partnerships, which implies a careful and detailed outline of priorities, interests, potentials and goals for all respective partners, is a prerequisite for creating strong and sustainable relationships between the University of Belgrade and partner institutions worldwide. Through conducting feasibility studies, sustainability, compatibility, cost-effectiveness and other parameters relevant for achieving these objectives, the University of Belgrade and its affiliated members will be able to set up a lasting and successful cooperation with partners abroad.

Participating in international programs in the fields of education and science and taking on a strategic approach to establishing new partnerships and implementing the outcomes of each individual project will enable capacity building, exchange of knowledge and creating a joint academic offer, straitening the cooperation in science and increased mobility of students and staff of the University of Belgrade, ultimately showing positive transformations and improvement at the individual and institutional levels alike.

### **Developing New Study Programs with a Focus on Entrepreneurship**

Over the past decade new perspectives and modern tendencies in the field of entrepreneurship at the national and global level have additionally emphasized the importance of higher education and given research and educational institutions the role of a leader in creating the entrepreneurial way of thinking as a one of the main drivers of economic growth and societal development.

Specialized courses, training and programs which monitor the path from idea generation to implementation and inspire entrepreneurial spirit and creative thinking in students and staff of the University of Belgrade through international, local and communal cooperation, represent one of the pillars of the third mission of the University. Following its rich tradition of openness to the world, the development of entrepreneurial knowledge and skills at the University of Belgrade by means of specialized training and introduction of new programs with an international dimension will enhance not only innovation, but consequently by using technology transfer and commercializing results, may ultimately lead to creating opportunities for new jobs and work places.

The implementation of plans and other activities requires cooperation among government institutions, the private sector, financial organization and educational structures. Developing new study programs in the field of entrepreneurship requires the design and implementation of innovations which will enable the growth and improvement of entrepreneurial activities. By providing timely support over different phases of this process, initial challenges may be overcome and success on the market may be achieved.

The University of Belgrade will implement all activities and goals outlined in this document in good faith and in accordance with internal rules and regulations, abiding by all laws of the Republic of Serbia, relying on relevant national strategies and adopting best practices encountered in its numerous international activities and partnerships, in the best interest of all parties concerned and for the purpose of achieving the goals of internationalization.

PRESIDENT OF THE SENATE

RECTOR

Prof. Dr. Vladan Djokic

