

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

MOBILITY STRATEGY OF THE UNIVERSITY OF BELGRADE 2025-2030

Introduction: A New Reality

The University of Belgrade recognizes and follows the up-to-date dynamics of development in education and science, as well as the increasingly rapid changes across all segments of society, and, accordingly, adapts its activities and directions to these changes and the emerging needs. In line with the evolving international trends in higher education, the emphasis is placed on competence, accountability, and strategic planning. Moreover, educational systems must demonstrate high adaptability to the needs of key stakeholders, especially the private sector. These trends are driving higher education institutions toward a deeper international networking and the harmonization of procedures and programs. This ensures that education, research, and industrial partnerships can function smoothly within a global academic environment that extends far beyond national boundaries. Additionally, technical adjustments in teaching and cooperation introduced during and after the Covid-19 pandemic have proven to be resource-efficient, and universities worldwide have continued to develop and differentiate forms of teaching and to introduce innovations into their standard offerings. When a range of other important factors are also taken into consideration, such as the tendency toward economic market integration, the growing diversification of professional environments, as well as the presumption of global mobility, it is expected that the need for the internationalization of education has ultimately reached its peak.

Due to all of the above and the changes that have occurred, the existing mechanisms and all supporting services of higher education have been re-examined, among which internationalization and mobility are under the direct influence of increasingly frequent and dynamic changes on the global scene. In this context, internationalization and mobility are inseparably linked to strategic resource management.

Reasons for Redefining the Mobility Strategy and Establishing New Framework

Starting from 2008 and the Erasmus Mundus External Cooperation Window program, as well as all subsequent cycles of the Erasmus program, the University of Belgrade has gained significant experience and expertise in implementing international mobility programs. All these programs have connected the European and international education area even more closely, introducing numerous innovations into it.

In the context of internationalization and mobility, the University of Belgrade has been particularly focused on activities related to the change in the status of the Republic of Serbia within the

Erasmus + program, as well as on the participation of the University of Belgrade in the Circle U. university alliance. Additionally, the direction taken by the European academic community is clearly visible through initiatives such as International Credit Mobility (ICM) within the Erasmus+ program or European universities initiative, where universities are positioned as cross-border epicenters of knowledge.

All of the above has imposed the need to redefine the Mobility Strategy and to establish new goals and tasks:

- 1. Increasing the number of international students**
- 2. Digitalization**
- 3. Inclusion**
- 4. Strengthening the cooperation within Circle U.**

Goals and Tasks

1. Increasing the Number of International Students

The exchange and intake of international students represent one of the key factors in the implementation of internationalization and are in line with the strategic plans of the University of Belgrade.

A higher volume of international students leads to the strengthening of the international position and increased overall visibility of the University of Belgrade as a hub for the exchange of ideas in the Western Balkans and beyond. At the same time, international students, with their cultural and professional diversity, contribute to the diversification of thoughts and ideas, which is further reflected in the variety of approaches to solving scientific and research problems, and also represents a specific motivation for the development and modernization of digital practices and capacities at the University itself. In this way, interdisciplinarity is fostered as one of the most important aspects of contemporary education. Together with diversity and inclusion, interdisciplinarity represents a prevailing trend in education and science at leading global institutions.

In the long term, by increasing the number of international students, the University of Belgrade expands its network of partner institutions, whereas international students, after returning to their home countries, continue to maintain close connections with the University of Belgrade through their own work and by encouraging younger colleagues to cooperate with the University of Belgrade.

In accordance with the above, it is essential to:

- increase the number of study programs in English and other foreign languages
- plan and implement a greater number of Blended Intensive Programs (BIP) at the University of Belgrade
- accredit joint study programs with institutions from abroad

2. Digitalization

The University of Belgrade has set up a framework for digital transition following the guidelines and new requirements introduced within the European Education Area, with the purpose of improving education, research and services offered to its students and staff, including the administrative management of mobility projects. This digital transformation brings the integration of the existing software solution at the University of Belgrade with those implemented within the European education area. This enables overcoming the challenges in implementing mobility in higher education, improving the cooperation between the University of Belgrade and its partners with the aim of increasing the number of mobility flows and improving scientific-research work and innovations.

With achieving the above in mind, the following key activities have been identified:

1. strengthening technical and digital capacities in general
2. training staff involved in all aspect of mobility implementation
3. preparing digital content for implementing blended and virtual mobility
4. adjusting procedures for organizing all types of mobility

In view of the above premises, the University of Belgrade will be focused on the implementation of the following goals and tasks in the coming period:

- transformation of the mobility platform *MobiON* into an all-inclusive information system for international cooperation of the University of Belgrade
- introduction of virtual mobility with the purpose of increasing the number of students and staff participating in mobility programs
- setting up a framework for increasing the number of distance learning programs

3. Inclusion

New international tendencies and approaches to higher education have opened up new pathways for including underrepresented groups into mobility programs. With that in mind and wishing to improve the existing and gain new knowledge and experience, the University of Belgrade actively engages in strategically directing mobility towards partner institutions who are widely recognized as leaders in the field. Moreover, the improvement of the digitalization process and new digital tools have enabled a better inclusion of fewer opportunities participants into mobility programs. In the coming period, the University of Belgrade will additionally engage in promoting mobility to participants with fewer opportunities and provide information about specific types of support available to underrepresented groups.

4. Strengthening the Cooperation within Circle U.

Membership in leading university associations, alliances and networks is one of the main commitments of the University of Belgrade. It enables better international ranking, cooperation and communication with foreign partners and joint work on solving specific problems, improves teaching, scientific-research work and innovations. In 2019, the University of Belgrade became a member of a prestigious European university alliance called Circle U., which has nearly half a million students and 40.000 faculty and research staff. In 2023, Circle U. entered in the second project cycle, which will run until 2030.

The second Circle U. project cycle has the creation of a diverse academic offer in a variety of disciplines at its core. The goal is to offer all participants the opportunity to take part in mobility within the alliance and, by simplifying administrative procedures, facilitate transfer among partner institutions.

Relying on the expertise of their employees in promoting mobility opportunities, the Alliance will contribute to a better academic experience of the participants, thus enabling their professional development highlighting a multi-disciplinary approach.

Since student and staff mobility are a key mechanism underlying the goals of the Alliance, the University of Belgrade will continue to allocate a portion of Erasmus+ budget in order to encourage mobility towards partner universities – members of the Alliance.

In accordance with the outlined tasks and responsibilities, and taking global circumstances into account, the University of Belgrade remains committed to implementing the following goals:

- Improving mechanisms and practices which have led to the results achieved until now
- Implementing the maximum number of allocated mobility flows, as an important mechanism for achieving the goals of the Internationalization Strategy, as well as the strategic goals of the University of Belgrade
- Improving sustainability of the existing cooperation through strategic direction of mobility
- Strategic approach to the issue of brain drain: increasing employment opportunities through international experience given by student mobility for studies or traineeships, as a recommendation for local-level companies, especially members of different chambers of commerce with whom the University of Belgrade cooperates
- Promoting the University of Belgrade at relevant international fairs for the purpose of attracting foreign students, engaging in joint scientific-research work and strengthening educational activities at the University
- Promoting the University of Belgrade as a brand-name and improving its international visibility

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 involved in organizing and implementing mobility.

PRESIDENT OF THE SENATE

RECTOR

Prof. Dr. Vladan Djokic

