



Medika College for Vocational Studies in Healthcare
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ВНОСКА ЗАПАРТБЕНА ШКОЛА СТРАЖИВРСКАЈКА "МЕДИКА"	
Број	1E-294/22
Датум	28.02.2022.

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Having regard to the art. 19(16) of the Statute of Medika College for Vocational Studies in Healthcare in Belgrade (No 0-001/19 of 10/01/2019)(hereinafter: the Statute) and proposal of the Teaching and professional Council of the Medika College for Vocational Studies in Healthcare in Belgrade of 22/05/2020, Council of Medika College for Vocational Studies in Healthcare, at the session held on May 22, 2020, and the session held od February, 28, 2022 (amendments and corrections), issues the following:

ACTION PLAN
FOR THE IMPLEMENTATION OF THE INTERNATIONALIZATION STRATEGY
OF MEDIKA COLLEGE FOR VOCATIONAL STUDIES IN HEALTHCARE
IN BELGRADE FOR THE PERIOD FROM 2021 TO 2026

INTRODUCTION

The internationalization strategy of Medika College for Vocational Studies in Healthcare in Belgrade (hereinafter: the Strategy) envisages that the manner of achieving strategic goals will be precisely defined in the Internationalization Action Plan, which will determine in more detail priorities, measures, activities, responsible persons, time frame and budget.

This Action Plan for the implementation of the Internationalization Strategy for the period from 2021 to 2026 determines in more detail: the activities and concrete steps that will be taken within the Medika College for Vocational Studies in Healthcare in Belgrade (hereinafter: School) in order to achieve the goals set by the Strategy, the activities bearers, the progress indicators and the expected results of each set activity, the activities' financing manner, as well as the monitoring mechanisms for the Action Plan implementation.

1. INTERNATIONALIZATION OF THE STUDY PROGRAMS						
AIM	NAME OF THE ACTION	STEPS	RESULTS	PROGRESS INDICATORS	ACTION DURATION	THE ACTION BEARERS
	1.1. Advancement of the content of the study program subjects in accordance with the world standards	<ul style="list-style-type: none"> Improving the study programs in accordance with the world standards coordinated with the needs of the labor market in Serbia Incorporation of new field results into the subject teaching and used literature. 	<ul style="list-style-type: none"> Innovative course content Innovative course materials New written editions of manuals for laboratory tasks, collections and textbooks Innovative course references 	<ul style="list-style-type: none"> Number of innovated course contents Number of new lessons Number of new publications Number of new course references 	2021 – 2026	<ul style="list-style-type: none"> Study program managers Subject teachers Subject associates
	1.2. Language skills advancement of students and employees	<ul style="list-style-type: none"> Increasing the number of English language classes as a part of full-time studies or providing English language courses for students Creation and implementation of English language courses for teaching and non- 	<ul style="list-style-type: none"> Language skill advancement of students, teaching and non-teaching staff Increased participation in international projects, conferences, magazines, training courses 	<ul style="list-style-type: none"> Increased number of students who achieved mobility during their studies Increased number of teaching and non-teaching staff who took part in international projects, as well as mobility projects Increased number 	2021 – 2026	<ul style="list-style-type: none"> Teaching and professional Council and the headmaster of the School Students, teaching and non-teaching staff of the School Foreign language centers

	<ul style="list-style-type: none"> non-teaching staff in order to improve language competences 		<ul style="list-style-type: none"> Increased number of publications in foreign language 		
1.3. Increasing the number of subjects taught in English	<ul style="list-style-type: none"> Gathering information on which subjects in undergraduate and master's vocational studies could be offered in English language Adding a mark on the teaching of subjects in English language to the Course Catalogue on the school website 	<ul style="list-style-type: none"> Created list of courses that can be taught in Serbian and English in undergraduate and master vocational studies Innovative Course Catalogue 	<ul style="list-style-type: none"> Increased number of courses offered in English in undergraduate and master's vocational studies 	2021 – 2026	<ul style="list-style-type: none"> International Cooperation Center Service for information technology and support Teaching and professional Council of the School
1.4. Introduction of a master's study program in English	<ul style="list-style-type: none"> Identifying the conditions in order to accredit the master's study program in English Providing the conditions in order to accredit the master's study program in English Preparing the documentation 	<ul style="list-style-type: none"> Accredited study program in English 	<ul style="list-style-type: none"> The first introduced accredited study program in English 	2021 – 2026	<ul style="list-style-type: none"> Teaching and professional Council and the Headmaster of the School Accreditation working group Manager, secretary, teachers and associates of the accredited study program

	for the Accreditation Commission				<ul style="list-style-type: none"> • Commission for Accreditation and Quality Assurance
<p>1.5. Introduction of a joint master's program in cooperation with a foreign partner (Joint and/or double master degree)</p>	<ul style="list-style-type: none"> • Identifying the conditions for a joint master's program with a foreign partner • Providing administrative and legal frameworks for the introduction of joint master's programs with foreign partners • Identifying the appropriate foreign partner for the joint program 	<ul style="list-style-type: none"> • Development and adoption of the Rulebook for the creation of joint master's study programs • Established cooperation and prepared materials for accreditation of master's programs in cooperation with a foreign partner • Accredited joint master's program 	<ul style="list-style-type: none"> • The first introduced accredited joint master's study program with a foreign partner 	2021 – 2026	<ul style="list-style-type: none"> • Teaching and professional Council, Council and headmaster of the School • Accreditation working group • International Cooperation Center • Manager, secretary, teachers and associates of the accredited study program • Commission for Accreditation and Quality Assurance
<p>1.6. Introduction of foreign mentoring on master studies</p>	<ul style="list-style-type: none"> • Identifying the conditions for the introduction of foreign mentoring in master's studies • Providing administrative and legal 	<ul style="list-style-type: none"> • Development and adoption of the Rulebook for the introduction of foreign mentoring in master's studies 	<ul style="list-style-type: none"> • Number of master theses with joint mentoring • Number of partners for conducting foreign mentoring 	2021 – 2026	<ul style="list-style-type: none"> • Teaching and professional Council, Council and headmaster of the School

	<ul style="list-style-type: none"> frameworks for the introduction of foreign mentoring in master's studies Identification of appropriate foreign partners for the introduction of foreign mentoring in master's studies 	<ul style="list-style-type: none"> Established cooperation and created network of potential partners for foreign mentoring in master's studies 	<ul style="list-style-type: none"> in master's studies Increased international mobility 	2021 – 2026	<ul style="list-style-type: none"> International Cooperation Center Manager, secretary, teachers and associates of the accredited study program
<p>1.7. Advancement of international cooperation in research and development, publishing or expert-consulting activities (ancillary activities)</p>	<ul style="list-style-type: none"> Performing functional, organizational, structural and normative advancements in order to create conditions for intensification of ancillary activities Identifying areas of action in which international cooperation in ancillary activities could be established Generating proposals for international cooperation 	<ul style="list-style-type: none"> Created functional, organizational structure, which enables the performance of ancillary activities at a satisfactory intensity level Appropriate normative framework established for performing ancillary activities at a satisfactory intensity level Signed agreements and 	<ul style="list-style-type: none"> Number of concluded agreements and contracts on joint international implementation of projects in ancillary activities Number of current and realized international projects in ancillary activities Positive results achieved through the implementation of international 	2021 – 2026	<ul style="list-style-type: none"> The School Council Headmaster of the School International Cooperation Center Managers of all organizational units of the School Teachers, associates and employees in professional services staff

	<ul style="list-style-type: none"> • Finding appropriate opportunities, projects and partners for the realization of international cooperation in ancillary activities • Establishing international cooperation in order to realize projects in ancillary activities and their implementation • Monitoring the results achieved by the implementation of international projects in ancillary activities 	<ul style="list-style-type: none"> • Implemented international projects in ancillary activities • Submitted reports on the results achieved by the implementation of international projects in ancillary activities 	<p>projects in ancillary activities</p>		
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2. INCREASE IN THE NUMBER OF INCOMING AND OUTGOING MOBILITY (STUDENTS, TEACHING AND NON-TEACHING STAFF)					
AIM					
NAME OF THE ACTION	STEPS	RESULTS	PROGRESS INDICATORS	ACTION DURATION	THE ACTION BEARERS
2.1. Legal-administrative preparation for mobility projects	<ul style="list-style-type: none"> Carrying out a detailed analysis of the rules of international mobility projects, especially within the Erasmus + program and checking the possibilities and necessary improvements of the School for participation Analyzing and improving the School's regulations related to international mobility with the aim of better and more efficient work 	<ul style="list-style-type: none"> Improved regulations related to the School's international mobility (Regulations on International Mobility, Language Policy, Rules and Conditions for the Selection of International Mobility Candidates) 	<ul style="list-style-type: none"> Number of analyzed rules and international mobility programs and compliance of the School's general acts with these rules 	2021	<ul style="list-style-type: none"> Legal Service International Cooperation Center Teaching and professional Council of the School The School Council
2.2. Strengthening the International Cooperation Center	<ul style="list-style-type: none"> Establishing Offices for International Cooperation Precise definition of the jobs' structure related to 	<ul style="list-style-type: none"> Increased number of members of the Center for International Cooperation Defined tasks of individual 	<ul style="list-style-type: none"> Increased efficiency of the Center for International Cooperation, thus the Office for 	2021 – 2026	<ul style="list-style-type: none"> Headmaster of the School Marketing and International Cooperation Service

	<p>international mobility - Coordinator for International Mobility and Academic ECTS Coordinator, as well as some student team members</p> <ul style="list-style-type: none"> • Holding regular meetings with relevant services in order to improve performance • Increasing the team members' number 	<p>members within the Office for International Cooperation</p>	<p>International Cooperation</p> <ul style="list-style-type: none"> • Number of meetings of the Center for International Cooperation 		<ul style="list-style-type: none"> • Legal Service • Service for student and teaching issues • Accounting Service • Student Parliament
<p>2.3.Improving services for foreign students participating in mobility</p>	<ul style="list-style-type: none"> • Improving all types of services related to foreign students participating in international mobility • Language support for foreign students to acquire basic knowledge of Serbian language and for Serbian students to improve their foreign language • Creating a support system for foreign 	<ul style="list-style-type: none"> • All relevant data that is improved, complemented and harmonized intended for students participating in international mobility • Relevant data published on the School's website • Created student working groups to support incoming students and achieved 	<ul style="list-style-type: none"> • Improved content and quality of relevant services for students participating in international mobility • Number of students using Erasmus + student cards 	<p>2021-2026.</p>	<ul style="list-style-type: none"> • Headmaster of the School • International Cooperation Center • Legal Service • Service for student and teaching issues

	<ul style="list-style-type: none"> • students by their peers • Connecting with existing groups of students to support incoming students in Belgrade • Identifying opportunities for the introduction of EU initiatives through various tools for international cooperation 	<ul style="list-style-type: none"> • cooperation with existing Belgrade support groups • Implementation of Erasmus + application and Erasmus + student card 			<ul style="list-style-type: none"> • International Cooperation Center
<p>2.4.Connecting with foreign higher education institutions in the field of international mobility</p>	<ul style="list-style-type: none"> • Identifying potential partners for international mobility programs, especially among the countries of Southeast Europe, which have a similar language and countries in Europe which offer courses in English • Contacting partners and creating a base for potential cooperation through mobility programs • Digital exchange of inter-institutional 	<ul style="list-style-type: none"> • Created potential partner database for international mobility programs • Logged into the Dashboard 	<ul style="list-style-type: none"> • Number of potential partners for international mobility programs • Number of inter-institutional contracts created on the new platform 	2021 – 2026	

	contracts through Erasmus Without Paper					<ul style="list-style-type: none"> International Cooperation Center Coordinators and teams of individual projects Legal Service Accounting Service Study program managers Teaching and professional Council Headmaster and assistant headmaster of the School
2.5.Participation in international mobility projects	<ul style="list-style-type: none"> Identifying undergraduate and master's student programs that would take part in international mobility Preparing an application for mobility program projects Applying for mobility program projects 	<ul style="list-style-type: none"> The list of potential mobility participants in the form of a study programs list of undergraduate and master's studies Registered international mobility projects Approved international mobility projects 	<ul style="list-style-type: none"> Number of interested study programs of undergraduate and master's vocational studies for outgoing mobility programs Number of vocational studies' courses that are part of the international mobility program Number of the School's international mobility projects 	2021 – 2026	<ul style="list-style-type: none"> Marketing and International Cooperation Service Information Technology and Support Service Service for student and teaching issues 	
2.6.Creating an international mobility database	<ul style="list-style-type: none"> Development of database with data on mobility projects, records and data on outgoing students, incoming students and staff Evaluation of participation in international mobility 	<ul style="list-style-type: none"> Created database for mobility projects information, as well as information on realized international exchanges of students and staff 	<ul style="list-style-type: none"> Enabled reliable and simple reporting and access to quantitative and qualitative data on the realization of mobility important for continuous self-evaluation and development 	2021 – 2026	<ul style="list-style-type: none"> Marketing and International Cooperation Service Information Technology and Support Service Service for student and teaching issues 	

		<ul style="list-style-type: none">• Entered data on international mobility• Created questionnaires for participation evaluation			
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3. ADVANCEMENT OF COOPERATION WITH FOREIGN HIGHER EDUCATION INSTITUTIONS AND OTHER PARTNER INSTITUTIONS THROUGH INTERNATIONAL PROJECTS					
AIM					
NAME OF THE ACTION	STEPS	RESULTS	PROGRESS INDICATORS	ACTION DURATION	THE ACTION BEARERS
3.1. Connecting to relevant European and world programs of international projects and relevant associations	<ul style="list-style-type: none"> • Identification of relevant associations and programs for international projects • Checking the administrative and financial rules of these associations and programs • Membership and promotion of the School in order to join relevant associations and programs 	<ul style="list-style-type: none"> • Created database of relevant associations and programs for international cooperation, their conditions and rules • Membership in relevant European and world programs of international projects 	<ul style="list-style-type: none"> • Increased diversity of projects in which the School participates • Increased number of projects 	2021 - 2026	<ul style="list-style-type: none"> • Organizational unit for international cooperation • Legal Service • Accounting Service • Teaching and professional Council • Headmaster of the School
3.2. Increasing the base of potential international project partners among foreign higher education institutions and	<ul style="list-style-type: none"> • Identification of potential partners especially among the countries of Southeast Europe and countries in Europe • Contacting partners and creating a potential cooperation base 	<ul style="list-style-type: none"> • Created base of potential partners among foreign higher education institutions and other partner institutions • Logged into the Dashboard 	<ul style="list-style-type: none"> • Number of potential partners • Number of inter-institutional contracts created on the new platform 	2021 – 2026	<ul style="list-style-type: none"> • International Cooperation Center

<p>other partner institutions</p>	<ul style="list-style-type: none"> Digital exchange of inter-institutional contracts through Erasmus Without Paper 				<ul style="list-style-type: none"> International Cooperation Center Coordinators and teams of individual international projects Legal Service Accounting Service Teaching and professional Council Headmaster and assistant headmaster of the School
<p>3.3. Increasing the number of international projects</p>	<ul style="list-style-type: none"> Taking part in future Erasmus + projects within the Capacity Building Action in Higher Education Involvement in Erasmus + Strategic Partnership projects for good examples Identification and involvement in other types of international projects through various programs 	<ul style="list-style-type: none"> Prepared applications and participation in international Erasmus + projects and international projects of other programs 	<ul style="list-style-type: none"> Number of international projects 	<p>2021 – 2026</p>	<ul style="list-style-type: none"> International Cooperation Center Coordinators and teams of individual international projects Legal Service Accounting Service Teaching and professional Council Headmaster and assistant headmaster of the School
<p>3.4. Legal and administrative improvement of project implementation</p>	<ul style="list-style-type: none"> Adoption of the Rulebook on the international projects implementation 	<ul style="list-style-type: none"> Defining institutional procedures for application and implementation of international projects within Erasmus + and other programs 	<ul style="list-style-type: none"> More efficient project implementation Increased number of projects 	<p>2026</p>	<ul style="list-style-type: none"> International Cooperation Center Legal Service Headmaster and assistant headmaster of the School

				2021 – 2026	<ul style="list-style-type: none"> Teaching and professional Council The School Council
3.5. Platform for monitoring the international projects implementation	<ul style="list-style-type: none"> Creating software for project management and monitoring at the School 	<ul style="list-style-type: none"> Facilitated project implementation, communication with partner institutions, preparation of documentation for reporting, etc. 	<ul style="list-style-type: none"> Efficient platform 	2021 – 2026	<ul style="list-style-type: none"> International Cooperation Center Coordinator and teams of individual international projects Information Technology and Support Service Headmaster of the School
3.6. Increasing the visibility of the School's participation in international projects	<ul style="list-style-type: none"> Improving the content dedicated to international projects on the School's website Promoting events in the field of international projects via the School's social networks Creating advertising materials on the 	<ul style="list-style-type: none"> Advanced existing content on the School's website and social networks dedicated to international projects Realized participation on international fairs of higher education institutions 	<ul style="list-style-type: none"> Scope of realization of promotional activities (number of visits to websites, views of videos on international cooperation, number of shared information on international projects on social networks, etc.). 	2021 – 2026	<ul style="list-style-type: none"> Marketing and International Cooperation Service Coordinators and teams of individual international projects

	<p>School's international activity</p> <ul style="list-style-type: none"> • Informing students and staff on current events in the field of international cooperation 	<ul style="list-style-type: none"> • Created promotional materials on realized and ongoing projects • Meeting held with the student parliament representatives and informed staff on news in the field of international cooperation 	<ul style="list-style-type: none"> • Increased visibility of the rules and the school's interest in the field of international cooperation 		
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AIM	4.COMMITMENT TO THE INTERNATIONALIZATION AND INTERNATIONAL COOPERATION				
NAME OF THE ACTION	STEPS	RESULTS	PROGRESS INDICATORS	ACTION DURATION	THE ACTION BEARERS
<p>4.1. Performing functional, organized and structural advancement of the School</p>	<ul style="list-style-type: none"> Analysis of the entire existing functional, organized and structural arrangement of the School and its adaptation to the School's international activities Proposing measures for improving the existing functional, organizational and structural arrangement of the School and its adaptation to the School's international activities Preparation proposals and adoption of amendments to the existing general acts and procedures of the School, preparation proposals and adoption of new 	<ul style="list-style-type: none"> Established functional, organizational and structural arrangement of the School, adapted to reliable, predictable, efficient and proper implementation of the School's international activities 	<ul style="list-style-type: none"> Number of analyzed general acts, processes and procedures Number of amended and adopted general acts, processes and procedures Number of realized international activities Achieved satisfactory degree of expediency, reliability, predictability, efficiency and regularity of the implementation of the School's international activities 	<p>2021 – 2026</p>	<ul style="list-style-type: none"> Heads of all existing organizational units and services, standing committees and working groups of the School Coordinators and teams of individual international projects Headmaster and assistant headmaster of the School Teaching and professional Council The School Council

	<ul style="list-style-type: none"> • general acts and School's procedures • Constant monitoring and proposing measures for further advancement of the functional, organizational and structural arrangement of the School and its adaptation to the School's international activities 				
<p>4.2. Establishing an appropriate normative framework in the field of international cooperation</p>	<ul style="list-style-type: none"> • Analysis of the existing normative framework that regulates the domain of international cooperation of the School • Preparation of proposals and measures for the improvement or creation of an appropriate normative framework that regulates the domain of School's international cooperation 	<ul style="list-style-type: none"> • Adopted rules defining the normative framework for international cooperation, starting from launching an initiative and joining a certain form of international cooperation, through implementation, supervision and control over the implementation of a certain 	<ul style="list-style-type: none"> • Number of analyzed general acts, processes and procedures in the international cooperation field • Number of amended and adopted general acts, processes and procedures in the international cooperation field • Number of realized international activities 	<p>2021 – 2026</p>	<ul style="list-style-type: none"> • Headmaster and assistant headmaster of the School • Heads of all existing organizational units and services, standing committees and working groups of the School • Coordinators of individual international projects • Teaching and professional Council

	<ul style="list-style-type: none"> Adoption of general acts that form the normative framework in the field of School's international cooperation Constant monitoring and proposing measures for further improvement of the normative framework that regulates the domain of School's international cooperation 	<p>form of international cooperation</p>	<ul style="list-style-type: none"> Achieved satisfactory degree of expediency, reliability, predictability, efficiency and regularity of the implementation of the School's international activities 		<ul style="list-style-type: none"> The School Council
<p>4.3. Continuous advancement of language competencies of students and staff</p>	<ul style="list-style-type: none"> Analysis of opportunities for acquiring new and improving existing knowledge of students and staff, in terms of world languages Creating a stimulating environment and conditions for acquiring new and improving existing knowledge of students and staff, in 	<ul style="list-style-type: none"> Acquiring new and improved existing knowledge of employees and students regarding world languages Increased number of students and staff with acquired knowledge of world languages 	<ul style="list-style-type: none"> Number of sustainable courses and other forms of knowledge transfers in order to learn world languages Number of students and staff who have attended courses and other forms of knowledge transfers in order to learn world languages 	<p>2021 – 2026</p>	<ul style="list-style-type: none"> Headmaster and assistant headmaster of the School Heads of all existing organizational units and services of the School Teaching and professional Council School staff Students

	terms of world languages		<ul style="list-style-type: none"> Number of students and staff who have acquired new and improved existing knowledge regarding world languages 		
<p>4.4. Providing reliable and sufficient financial resources</p>	<ul style="list-style-type: none"> Regular analysis of existing and potential sources for financing internationalization activities and international cooperation development Regular planning of financial resources needed to finance internationalization activities and development of international cooperation within the School's resources Regular monitoring and spending analysis of planned financial resources intended for financing internationalization 	<ul style="list-style-type: none"> Providing reliable, sufficient and orderly financing of internationalization activities and development of international cooperation Prevented negative financial effects of internationalization activities and development of international cooperation Ensured stable and positive financial 	<ul style="list-style-type: none"> The amount of expenditures incurred to finance internationalization activities and the international cooperation development Amount of revenues generated through internationalization activities and international cooperation development 	2021 – 2026	<ul style="list-style-type: none"> Headmaster and assistant headmaster of the School The School Council Entity designated to monitor the internationalization process and international cooperation development Accounting Service International Cooperation Center

	<p>activities and international cooperation development</p> <ul style="list-style-type: none"> Regular monitoring and analysis of financial results achieved through the internationalization project implementation and the international cooperation development 	<p>situation of the School</p>			
<p>4.5. Monitoring the international process and international cooperation development</p>	<ul style="list-style-type: none"> Conducting an analysis in order to find an appropriate way of monitoring the internationalization process and the international cooperation development Determining the entity in charge of monitoring the internationalization process and international cooperation development and defining its 	<ul style="list-style-type: none"> Certain entity responsible for monitoring the internationalization process and international cooperation development with defined competencies and obligations Timely identification and removal of obstacles, problems and inconsistencies in the internationalization processes and 	<ul style="list-style-type: none"> Number of reports submitted by entities responsible for monitoring the internationalization process and international cooperation development Acceptable or non-existent degree of deviation in the implementation of the internationalization process and international cooperation 	<p>2021 – 2026</p>	<ul style="list-style-type: none"> Headmaster of the School The School Council Entity designated to monitor the internationalization process and international cooperation development

	<p>competencies and obligations</p> <ul style="list-style-type: none"> • Report analysis of the entity in charge of monitoring the internationalization process and international cooperation development • Proposing measures to improve the internationalization process and international cooperation development and to eliminate the identified obstacles, problems and inconsistencies in these processes 	<p>international cooperation development</p> <ul style="list-style-type: none"> • Carrying out the process of internationalization and development of international cooperation in accordance with the strategy documents 	<p>development in relation to strategy documents</p> <ul style="list-style-type: none"> • Number of proposed and implemented measures and recommendations for improving the internationalization process and international cooperation development 		
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PRESIDENT OF THE COUNCIL



Dusan Cogoljevic, PhD