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Pursuant to Article 4 of the Law on Higher Education (Official Gazette of the Republic of Serbia 88/2017, 73/2018, 27/2018 – other law, 67/2019, 6/2020 – other laws, 11/2021 – authentic interpretation, 67/2021, 67/2021 – other law, 76/2023 and 19/2025) and Articles 12, 15, 19, 20 and 30 of the Statute of the College of Professional Studies – International Centre of Professional Studies, Belgrade (hereinafter referred to as ICEPS), upon the proposal of the Academic and Expert Council of ICEPS, the Council of ICEPS hereby adopts the following document:

**INTERNATIONALISATION STRATEGY**  
**of the College of Professional Studies – International Centre of Professional Studies, Belgrade**

## **1. Definition of Internationalization**

Internationalization is a process of integration of international and intercultural elements and accompanying activities into the ICEPS teaching process in order to consolidate with regional, European, and global trends in higher education and knowledge transfer.

Internationalization is a two-sided process that involves:

1. getting to know and accepting the values, standards and achievements of others; and
2. presenting one's own system of values and results so that they can be recognized and accepted in international frameworks.

ICEPS achieves internationalization through educational interaction, by way of incorporating national, regional, and international achievements and standards, and by sharing its own achievements and standards.

## **2. Mission of Internationalization**

The mission of internationalization at ICEPS is to strengthen the quality of teaching, enhance the visibility, and improve the competitiveness of the Institution within the European area of applied education through strategic partnerships, mobility programs, and international projects.

## **3. Strategic Orientation**

ICEPS, The higher education institution based in Belgrade, with its five higher education units in Novi Sad, Leskovac, Vršac, Kraljevo, and Jagodina is committed to cooperation with other higher education institutions at the regional, European and global levels.

ICEPS implements its mission in the field of education and knowledge transfer in accordance with the values accepted in developed European countries and applies educational standards established based on international agreements signed and ratified by the Republic of Serbia.

By implementing European standards and generally accepted practices of European countries, ICEPS enables the exchange of information, knowledge, ideas and human resources, with the aim of becoming part of the European education system, while respecting national interests in the field of higher applied education and knowledge transfer, and acting in accordance with strategic documents and regulations of the Republic of Serbia.

ICEPS is strategically committed to open cooperation with other international institutions and guided by the principles of mutual respect, understanding and equality.

## **4. Strategic Objectives**

### **4.1. In the Field of Higher Education**

The strategic objectives in the field of higher education are:

- Monitoring trends in education within the European Union and worldwide, and introducing modern study programs in cooperation with European higher education institutions;
- Achieving mobility of students and staff for the exchange of experiences and ideas, as well as joint participation in professional and scientific conferences and projects with colleagues from other countries, based on the strong alignment of ICEPS study programs with related programs in the European Union;
- Implementation of study programs in foreign languages;
- Establishing cooperation with teaching staff and lecturers from other countries, and their engagement as guest lecturers;
- Involving ICEPS teaching staff and associates in the educational process of foreign higher education institutions;
- Developing and gradually introducing online and hybrid study models (where feasible), including preparation for relevant accreditation and encouraging the enrollment of international students.

### **4.2. In the Field of Knowledge Transfer**

The strategic objectives in the field of knowledge transfer are:

- Strengthening the educational capacity of ICEPS through cooperation with other higher education institutions;
- Increasing the participation of ICEPS teaching staff and associates in international scientific and professional conferences;
- Organizing events of significant professional and educational importance in areas relevant to ICEPS activities, in where it can offer expertise, in line with its financial and other capacities;
- Ensuring access to information relevant for the development of new technologies and incorporating modern learning methods and technologies into teaching;
- Actively involving ICEPS in international developments in the fields of education, hospitality, and health care sciences and practice;

- Developing and implementing international projects aimed at improving teaching and institutional capacities;
- Integrating foreign literature (in English) into teaching processes and encouraging its use.

## **5. Strategic Positioning**

### **5.1. Regional Positioning**

ICEPS aims to contribute to the development of both its own capacities and those of other higher education institutions in the Western Balkans and is committed to providing them with support.

### **5.2. Positioning in Europe**

ICEPS intends to be recognized in Europe and will strive to increase its visibility, recognition and reputation within the European context. ICEPS also intends to actively engage in relevant associations, networks, and projects across Europe.

### **5.3. Global Positioning**

ICEPS will strive to involve its students and staff in as many international educational, professional, and scientific conferences and events as possible and to provide them with appropriate organizational and financial support for these activities.

## **6. International Cooperation**

### **6.1. Priorities**

The priorities of ICEPS international cooperation are:

- Cooperation and networking with leading higher education institutions in Europe and the region offering compatible study program offerings;
- Development of project-based cooperation and participation in international calls in partnership with institutions, primarily in Europe and the region, and subsequently worldwide
- Cooperation with foreign higher education institutions compatible in terms of study program offerings, with the aim of strengthening ICEPS's presence abroad and developing educational opportunities for the Serbian diaspora, as well as for members of national minorities in the Republic of Serbia, in line with development needs and partnership opportunities.

### **6.2. Strategic Partnerships and Conclusion of Cooperation Agreements**

ICEPS strives to develop and expand cooperation with related higher education institutions in the country and abroad through bilateral and multilateral agreements, taking into account geographical diversity, mutual interests, and the potential for long-term results.

At the same time, ICEPS intends to support less well-known higher education institutions in order to fulfill its national and regional mission.

Strategic partnerships will involve coordinated activities across multiple areas, the conclusion of agreements, joint planning and implementation of projects, the sharing of resources, mutual capacity building, as well as the development of joint study programs (particularly at the master's level).

In addition, cooperation will be encouraged through the organization of online guest lectures and the two-way involvement of teaching staff in the educational activities of partner institutions, with the aim of exchanging practices, strengthening professional connections, and increasing the visibility of ICEPS.

ICEPS aspires to become an initiator, leader, and coordinator of development projects, as well as an organizer and co-organizer of international conferences and events in partnership with other institutions and international organizations.

### **6.3. Networking With Foreign Educational Organizations and Associations**

ICEPS intends to become part of networks of applied higher education institutions, universities, organizations, and associations in order to establish functional connectivity in the fields of education and knowledge transfer. In areas where an adequate form of organization does not exist, ICEPS will initiate cooperation and assume responsibility for networking and coordination.

### **6.4. Participation in Mobility Programs**

Participation in mobility programs represents one of ICEPS's strategic priorities. The institution will actively encourage and develop the exchange of students, teaching staff, and non-teaching staff through the Erasmus+ program and other European Union mobility programs, providing equal support for outgoing mobility of students and staff to partner institutions abroad and incoming mobility of international students and staff to ICEPS.

At the same time, ICEPS will seek to expand its participation in mobility programs implemented by international organizations and associations outside the European Union, with the aim of strengthening international cooperation, exchanging knowledge and experience, and enhancing the quality of teaching, professional, and scientific work.

### **6.5. Digitalization of Work Processes**

ICEPS supports the development of digitalization, as well as the digital management of mobility processes and work on international projects, in line with European initiatives for the further digitalization of the Erasmus+ program and the

development of interoperable solutions. To this end, ICEPS will enhance the use of relevant digital platforms and services; strive to reduce duplicate data entry and administrative burden; and ensure the continuous development of human capacities for the efficient use of and adaptation to digital changes in international cooperation.

#### **6.6. Environmental Protection**

ICEPS will implement and promote institutional policies and practices that protect the environment throughout all activities related to mobility programs. In accordance with international and national policies, legislation, and practices in environmental protection and sustainable development, ICEPS will implement international mobility programs and projects through cost-efficient travel planning, digitalization of administrative tasks, online communication, the production of electronic publications and promotional materials, and the establishment and development of cooperation with stakeholders in the field of environmental protection.

#### **6.7. Adherence to the Principles of Transparency, Inclusion, and Non-Discrimination**

ICEPS prohibits any form of discrimination or unequal treatment, whether direct or indirect, on any grounds, and in particular on the basis of race, gender, nationality, religion, language, social origin, property status, mental or physical disability, health condition, physical appearance, sexual orientation, gender identity, or any other actual or presumed personal characteristic; and supports inclusiveness and equal opportunities for participation in international projects and mobility programs, in accordance with the choices and abilities of students, teaching staff, and non-teaching staff.

In this regard, the educational policy of ICEPS will promote the participation of individuals with fewer opportunities and will support persons with disabilities, individuals in disadvantaged economic situations, refugees, members of national minorities, migrants, and other marginalized groups.

#### **6.8. Social and Civic Engagement**

ICEPS supports civic engagement and encourages students and staff to act as active citizens when participating in exchange programs and cooperation projects.

In this regard, ICEPS intends to integrate incoming students into activities that can contribute to the local community in the Republic of Serbia, while at the same time supporting the social practices and civic engagement of its students studying at partner higher education institutions.

### **7. ICEPS Internationalization Action Plan**

The implementation of the strategic orientations and objectives of the ICEPS Internationalization Strategy will be further specified in the ICEPS Internationalization Action Plan, which is proposed by the Teaching-Professional Council of ICEPS and approved by the ICEPS Council.

### **8. Department for International Cooperation and Internationalization at ICEPS**

The Department for International Cooperation is responsible for operational tasks related to internationalization.

In Belgrade,

College of Professional Studies – International Centre of  
Professional Studies, Belgrade  
President of the Council



*Jovana Bulatović*

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