



IF4TM

D5.1.7 Individual social engagement plan for University of Belgrade

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1. Introduction

1.1 About the project

ERASMUS+ project “*Institutional framework for development of the third mission of universities in Serbia*” (IF4TM) is intended to enable development of the third mission at higher education institutions (HEIs) from Republic of Serbia, members of the project consortium. Workpackage 5 (WP5) „*Social engagement dimension*“, within this project, is focused on social engagement dimension, social involvement and responsibility as well as closer interaction of universities with wider community. The aim of activity 5.1 “Defining universities’ social engagement plans” is to suggest guidelines and recommendations for development of individual social engagement plans for Serbian Higher Education Institutions.



1.2 Missions of modern universities

From their establishment, universities have been the centers of education and research. These two fields are known as first and second mission of universities or HEIs. These two missions have been naturally grown, bearing in mind that HEIs represent the extraordinary concentration of human resources, but also impressive infrastructural resources such as libraries, laboratories, sports facilities, etc., which should be open for wider community. Consequently, in recent period universities have adapted and articulated its role in the social, cultural and economic development of the wider society [1] and have tried to improve the visibility of university activities focused on services to society and industry. This is called the “third mission” of universities and this activity is a vitally important component of any university’s role. The “third mission” is not a separate mission, it is in synergy with two others in order to improve HEIs’ contribution to society (Figure 1).

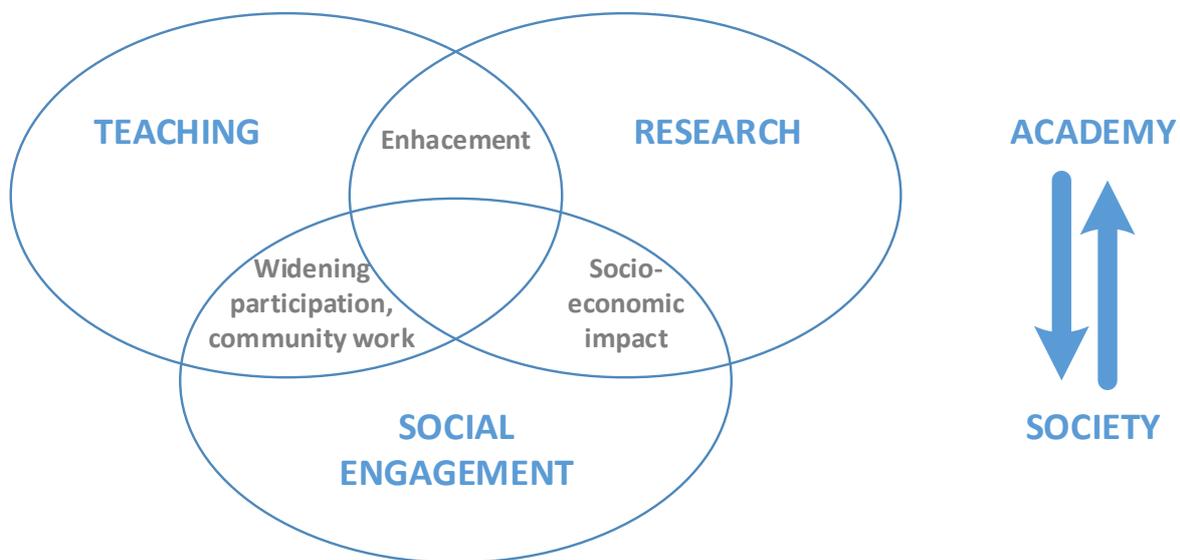


Figure 1 Three missions of HEIs

The “third mission” can be classified/summarized into following activities: (a) engaged research (technology transfer and innovation, etc.); (b) engaged education (lifelong learning/continuing education, public training, etc.); enabling studying to vulnerable groups; creation of the open society and support to the cultural diversity and broader horizons through participation in mobility schemes (c) social engagement (public access lectures and other public events, initiating public debates on important social issues, voluntary work and consultancy by university staff and/or students, etc.). Universities are expected to assume a more active role in regional and national economic development while facing competition from other public and private higher education and research institutions [2]. As economies are becoming increasingly knowledge-based, great expectations have been established for universities as drivers for knowledge, value creation [3] and shaping of innovation system, especially at regional level. Additionally, the social impact of higher education is also high on the European agenda because the European Commission expects higher education to support societal development through continuing education [4].



2. Engaged research

Services for enterprises that University / Faculty centers and laboratories offer to local enterprises helping them in this way to improve their development processes, optimization of new and existing products and processes, etc. This kind of services are especially characteristic for the

- university centers
- laboratories and
- research groups

Centre for Technology Transfer of the University of Belgrade was founded by the decision of the University Council on October 26th 2010, with the purpose of identifying, protecting and commercializing the results of scientific, research and expert work and the protection of intellectual property of the University of Belgrade. The primary goals and tasks of the Centre are:

- Improving the possibilities for efficient and effective implementation of scientific and research results achieved at the University, with the goal of developing the economy and the society,
- Encouraging the transfer of knowledge between the University and the economy,
- Support for the placement of new technologies and innovations,
- Linking relevant subjects, establishing a network and collaboration with the aim of intensifying the technology transfer,
- Developing knowledge and skill in the protection and use of patents and other forms of intellectual property in the process of technology transfer,
- Strengthening the awareness about intellectual property and the capacity for technology transfer at the University,
- Providing general information on intellectual property,
- Expertise and support in drafting feasibility studies in the fields of economy and technology, as well as the assessment of the value and total potential in the use of patents,
- Help in establishing new innovation Centres, incubators and business and technology parks which are founded by the University and the faculties that are part of the University.

The Centre for Technology Transfer is playing a supportive role through its promotional, educational and networking activities. It helps students and university employees to recognize the existence of innovation potential, to understand the relevance of its protection, possible ways of commercial exploitation and the complexity of the whole technology transfer process. Also, trainings, seminars, info days, and joint events with the industry representatives are being organized for the purpose of educating targeted groups in the area of entrepreneurship, commercialization and intellectual property rights. Considering that investments are indispensable precondition for further growth, Centre endeavours to help



young researchers to make an excellent pitch and present their idea in the best possible way in order to attract investors. In this respect, there is a permanent strive for creation of start-up competitions and matchmaking events, as the opportunity for good ideas to find a way to the market.

The Centre's Technology Transfer Managers are creating new and strengthening the existing connections with other universities, organizations and enterprises, through involvement with different associations which promote the Technology Transfer concept, as well as taking part in mentoring programs with the aim to support future entrepreneurs during their path from the idea up to setting up business. Basically, they are making maximum effort to create an ecosystem which will be beneficial for innovation initiative of students, researchers and teachers, simultaneously providing easy access to suitable staff, research projects, technical solutions, and portfolio of inventions needed by industry.

A part of this effort is embodied in the form of „Science2Business“ database, which was created as a response to increasing need for intensification of collaboration between academia and industry, and informing the broader audience about the scientific potential of University of Belgrade. Database facilitates transfer and implementation of knowledge and technology in favour of prosperity of both sectors and indirectly of sustainable, knowledge based economic development of the country. It enables companies to get the information about new technologies and knowledge easy and efficiently, which is the best way to protect and enhance their competitive advantage in the era of turbulent technological progress. As a modern communication channel, designed to be useful service for all involved parties, **“Science2Business”** contributes to generation of their economic benefits through joint research activities, development of new and improvement of the existing products, joint participation in national and international projects and business idea creation.

CTT UBG in cooperation with the World Intellectual Property Organization (WIPO) and the Intellectual Property Office of the Republic of Serbia organized a two-day workshop for institutions engaged in technology transfer in the region 2014 in Belgrade. The aim of the workshop was to strengthen the innovation capacity, policies and infrastructure for scientific research institutions and universities. In addition, the workshop provided the opportunity for better connectivity and exchange of experience between the centres for technology transfer in the region. Participants had the opportunity to participate in roundtable sessions and to share their experiences and discuss the goals and challenges in the region.

Source: <http://www.ctt.bg.ac.rs/>

Cooperation with business incubators

Universities have a higher positive impact on society at large, if they are connected closely with business incubators and science technology parks.

Science Technology Park Belgrade is established by the University of Belgrade, the RS Government (represented by the Ministry of Education, Science and Technological Development) and the City of Belgrade, with the aim to create a favourable environment for developing links between industry and science & research organizations and universities, knowledge transfer, new technology development, innovation commercialization, networking and stimulating growth in the knowledge-based economy.

STP Belgrade is becoming a new technology core of the city that brings together domestic and foreign high-tech development companies and promotes start-ups by creating a favourable environment to innovation, technology development and competitiveness. STP



Belgrade is implemented within the project Science Technology Park Belgrade-the New Export Instrument of Serbia, supported by the Swiss Government (Swiss Secretariat for Economic Affairs SECO) with the goal to increase exports of high-tech products and services from Serbia.

Project objectives are:

1. To design STP as an export instrument
2. To enhance capacity building of STP
3. To promote export of high-tech products and services
4. To enhance globalization and networking

The project is implemented in the period from January 1, 2015 until December 31, 2017. The 16,446 m² complex covers the land area of 6.6 hectares. The proximity of relevant institutions, technical faculties only 1 km away and Mihajlo Pupin Institute in the immediate vicinity, is of key importance for technological development and innovation.

STP Belgrade is primarily intended for growing high-tech development companies, small businesses and start-ups. STP Belgrade offers an attractive service package of infrastructure and business support services to its tenant companies, helping them accelerate their growth. It provides the ideal environment for all businesses wishing to be part of a dynamic and interactive community, which creates value-added development through the exchange of ideas, contacts and business opportunities.

The Business Technology Incubator of Technical Faculties Belgrade L.L.C. has been established as a partnership between the four technical faculties of the University of Belgrade (Civil Engineering, Mechanical Engineering, Electrical Engineering and Technology-Metallurgy), the Municipality of Palilula and the Democratic Transition Initiative, and the establishment has also received support from the Organization for Security and Cooperation in Europe (OSCE). The Incubator has been given its own space in the Campus of Technical Faculties Belgrade. Establishment of Incubator based on international experiences and best practices has the following goals:

- To encourage and support young and educated people in starting up their own business and to keep them in Serbia,
- To create the conditions for commercialization of the results obtained through science and research activities of university professors and their associates, by spinning of private enterprises,
- To facilitate the creation of new Hi-Tech SMEs.
- The aim of the Incubators is to give support in the early stages of business development in the form of subsidized overhead (office and research space and technological and telecommunication infrastructure), administrative assistance (legal, accounting, etc.), as well as business counselling (planning, management, marketing, etc.).

Major directions identified for the achievement of BITF objectives are: Preparation of the final grade students and young graduates of technical faculties to start their own business through education and training programs, permanent consulting and mentoring activities, through: Students' Club, Training and Business Consulting. Development of innovations through final stages of research processes in development and commercialization of new products,



services, technologies and prototypes in the process of transferring knowledge and technologies from the faculties to the practice. Support to innovative start-up businesses/BITF tenants in overcoming the difficulties faced at the beginning of operation, and developing a successful business through economic, legal, accounting and other services provided by BITF, including education, consulting and mentoring services. This is realized through: Companies' Club, Public Calls, Business Space and Business Consulting.

Results achieved:

- 620 students has passed the trainings on entrepreneurship
- 300 young people engaged in the incubator and enterprises-tenants
- 53 small enterprises tenants of the incubator
- 45 new technologies/services developed in innovation projects
- 10 patents applications
- 3 clusters/networks established
- Service Centre developed (set of legal, accounting and financial services, business plan).
- Project Centre developed

Sources:

- <http://www.ntpark.rs/>
- <http://www.bitf.rs/cms/item/about/en.html>

Present research topics from HEIs to wider community

The realization of socially and industrially engaged research is not sufficient on its own. The community needs to be informed and aware of the efforts made at University units for solving their everyday challenges and problems not only for the sake of public visibility but also for the purpose of getting the useful feedback and active participation of the community in creative the research policy of University faculties. This is why the promotion of research activities needs to be intensified in terms of organization of larger number of events, public debates, discussions, public promotions, etc.

Publically accessible database of University expertise

Another way of making the research visible and accessible to external parties is to create and maintain the database of University expertise.

University of Belgrade has developed [PHAIDRA](#) - Permanent Hosting, Archiving and Indexing of Digital Resources and Assets within another Tempus project. PHAIDRA is a system for long-term archiving, indexing and use of digital objects at the University of Belgrade. This digital repository allows the systematical archiving of the work results and their permanent storage, making them at the same time available and accessible to the wide community.



3. Engaged education/teaching

Engaged education/teaching and learning address community labor market needs as well as helping students to become knowledgeable and active citizens of their city, their region, their nation and the globalized world [5].

Address labor market and community needs

The stagnation in industrial and economic development in the previous period led to the insufficient linkage between the industrial and academic community in terms of creation of new curricula to fit the labor market needs.

To better meet the demands of contemporary labour market, University of Belgrade developed **inter-disciplinary studies** at master and PhD level of studies, designed to represent and promote collaboration among various faculties, coming from different scientific disciplines and to equip the students with the set of skills and knowledge necessary for the modern work.

Provide flexible study programmes in the context of lifelong-learning, continuing education, distance learning, etc.

The University plays an active role in providing the wider community with the lifelong learning and continuing education opportunity in order to make an impact on employment opportunities.

University of Belgrade also founded its **Centre for Lifelong Learning**. Centre for Lifelong Learning is an organizational unit at the University of Belgrade, created to further improve and promote the system of lifelong learning, as well as provide support to individuals interested in further education and expert training. The Centre for Lifelong Learning of the University of Belgrade was established on November 15, 2011, by a decision of the University Council.

The key activities of the Centre are:

- development of the system of lifelong learning at the University of Belgrade
- coordination of the work of centres for lifelong learning at the faculties that belong to the University of Belgrade
- providing information about programs and courses in the field of lifelong learning
- counselling for individuals interested in lifelong learning programs
- promotion of the idea of lifelong learning and the promotion of lifelong learning courses in the public
- research in the field of lifelong learning services (the needs of potential clients, etc.)
- participation in the international system of lifelong learning and cooperation with international projects in this field
- establishment of academic, scientific and expert cooperation with other institutions in the country and abroad engaged in lifelong learning.

The Council of the Centre for Lifelong Learning is in charge of monitoring the work of the Centre. The Rector of the University of Belgrade appoints one of the Vice Rectors as the



President of the Council. The Council consists of the appointed Vice Rector, and one representative of each Academic Council at the University of Belgrade. The President of the Council manages the work of the Council and is in charge of the implementation of its decisions.

In order to create a professional university service to support students and recent graduates in developing practical knowledge and skills, or continuing education upon graduation and to connect them to the business community, the Foundation of Crown Prince Alexander for Culture and Education in cooperation with the University of Belgrade and the University of Nottingham has initiated the establishment of the **Centre for Career Development**.

The Centre has been officially founded by the University of Belgrade on the 5th December 2006 as a member of the University of Belgrade and it has its door opened for students at the premises of the Rectorate of the University of Belgrade daily from 10 a.m. until 1 p.m. and from 2 p.m. until 4 p.m.

The major goal of the Centre is to create a connection between the employers and the recently graduated students, to develop the awareness among students about the modern-days requirements. Student need to develop practical skills and increase capabilities in order to be prepared for the rapidly changing labour market. Employers want more than Faculty diplomas. The Centre is here to assist students to develop skills and knowledge relevant for employment, to gain work experience during the studies, to learn about the business world and its rules, as well as to think about options in a constructive way, in order to be prepared for the next step, after graduation. The Centre promotes students and graduates of Belgrade University as future experts in different areas of business and promotes the University of Belgrade as a leading institution of higher education in the region.

Activities of the Centre:

- working on development of student's capabilities, knowledge and practical skills relevant for employment;
- providing information for students on various opportunities: additional education, scholarships in the country and abroad, vacancies;
- connecting students and employers through internship programmes and trainings in the leading companies and organizations in the country;
- organizing presentations of the companies, and of their business ethics and policy;
- providing counselling services for students with dilemmas about their career choice or positioning on the labour market upon graduation;
- other activities of student counselling regarding career development such as organizing seminars and workshops on job search techniques, writing good CVs and cover letters, preparation for job interview, etc. ;
- coordinating work of the existing Career Centres at faculty level;
- Following-up strategic goals in the area of employment in cooperation with the Centre for Strategic Management and Planning;
- Cooperating with other University Centres.

Sources:

- <http://www.bg.ac.rs/en/members/centers/lifelong-learning.php>
- <http://www.bg.ac.rs/en/members/centers/career-development.php>



4. Social engagement

Social engagement is usually related to links and activities of mutual benefit between university members and communities within its home city, region and country.

Community engagement should be one of the main responsibilities of the University since it is essential for economic and social future of each country. This is why the University and its students are engaged in many initiatives, volunteering activities, sports, cultural and other type of events for the wider community, etc.

Engaging in the cultural development of local society

University of Belgrade takes a very active part in the cultural development of the local society, which is the practice that should be kept at the same level in the following period.

The **University Library** as a member of University organizes significant number of culture events such as:

- exhibitions,
- concerts
- literary events
- and many others.

Events

Apart from the cultural events, the University participates in many other manifestations, charity and volunteering events, trying to include as many students as possible:

Sports events – the University of Belgrade has organized and participated in numerous sports events, and it will host the European University Games in 2020, with expected participation of about 5000 students.

Blood donation – Students actively participate in the actions of the Red Cross Belgrade for blood donations.

Floods – students of the University of Belgrade were active volunteering during the floods in Serbia in 2014.

Valorizing extracurricular activities

University of Belgrade also has a good practice of valorizing extracurricular activities of the students, thus promoting and motivating students' social engagement, by awarding additional ECTS credits to their academic records. The activities encouraged and recognized by UBG are: engagement in official bodies of University/Faculty; participating in various forms of scientific and professional activities of University/Faculty; Internships; Volunteering in local communities; Competing in sports; Taking parts in local and international competitions; Taking part in organizing various University events, eg. summerschools, workshops, conferences; Assisting students with disabilities, etc.

Providing equal opportunities

University of Belgrade is highly dedicated to supporting vulnerable groups and providing equal opportunities for all seeking higher education.



This is particularly practiced through its “Equal access to higher education” campaign and Short-term Strategy for better support and aid for the students, as well as a specialized funds and units dedicated to supporting vulnerable groups and students with disabilities.

The University **Centre for Students with Disabilities** was opened on 20 March 2008. The centre was the first such centre in the region and the University of Belgrade showed that it is one of the leaders in the field of improving the position of the disabled students in Serbia. The main goal of the Centre is to provide support to the disabled students so that they can have equal opportunities for a quality higher education, which refers to:

- The development and improvement of the conditions for studying for the students with disabilities;
- Providing support for reading, scanning and transforming the textbooks into audio and electronic format for students with disabilities;
- Providing support for the translation into the gesture language;
- Providing information for students with disabilities on the conditions for studying and ways of support at the faculties, helping them when choosing a future faculty, providing them information on the possibility of prospective employment upon the graduation;
- Organizing seminars, public panels and media coverage in order to motivate students with disabilities to enroll in faculties, as well as to raise the public awareness in Serbia of issues regarding the students with disabilities;
- Cooperating with the relevant institutions so as to make the position of the disabled students better.

The University of Belgrade will continue to develop the Centre, together with all relevant institutions, with the aim to improve the quality of the Centre to the level of the similar world centres. It is believed that this is one of the key steps for a significant improvement of the position of the disabled students and at UBG they hope that other Serbian universities will focus on the same issue.

There is also a long tradition of endowing properties and funds in Serbia. Since 1997, consistent with the current norms and regulations, the University has restored the work of 11 endowments and 3 funds and is still making effort to reclaim them.

The tradition of endowing properties and funds has been carried on and the University constituted a few more funds for awarding scholarships. These are: the Fund of Sister Bulajić, the Funds of Ljubica Vojteh Dragičević and Nikola Dragičević, the Legacy of Danica and Ivan Feofilaktov, and the Legacy of Kosta Migrić to the University of Belgrade.

At a conference held on June 12, 1996, the University Council issued a Resolution on establishing the Foundation for improving the young university scholars' housing conditions, for the sake of better living and working conditions and adequate engagement in scientific and teaching activities.

University of Belgrade also plays an active role in encouraging public engagement and critical thinking, expanding the public debate framework and striving to contribute to overall social wellbeing.



The Institute for Philosophy and Social Theory (IFDT), within the University of Belgrade, is engaged in the systematic and long-term research within the fields of philosophy and social theory. IFDT is conceived as a unique place open for multidisciplinary research and cooperation between academic organizations, public institutions, activist groups and the media, in order to enable productive reflection of the phenomenon of social (as well as political and civic) engagement.

The Group for Social Engagement Studies operates within the Institute. The Group combines theoretical and empirical research, as well as consultative activities, realized by the community of philosophers, sociologists, anthropologists, political scientists, historians, etc. The main idea behind the Group is the productive reflection on the civic, public and social forms of engagement that draws upon the vision which animated the founding act of the Institute for Philosophy and Social Theory itself in 1992.

The Group is conceived as a broad network open for active partnership with other scientific research organizations, public institutions, activist groups and media. This aspect is crucial for the versatility of critical examination of the existing social practices and for the efficiency of alternative policies, designed in common projects.

5. Measuring “social engagement” - Indicators

In terms of social engagement performance, it is necessary that University adopts set of measurable indicators, to monitor its success in this context. A list of indicators should respect specificity of the university and wider ecosystem in which the university works. Some indicators which can be implemented are shown in Table 4.

Table 1: The list of possible indicators for measuring of social engagement progress or success

No.	Type	Indicators
1.	Engaged research	No. of projects for the benefits of wider society
		No. of people covered/influenced by these projects
		No. of UBG/faculties' contracts with industry
		No. of UBG/faculties' contracts with public bodies
		No. of UBG/faculties' centers/labs/resources mapped and presented to wider community
		No. of people who used University's/faculties' facilities/resources
2.	Engaged education	No. of Continual education (CE) programs mapped and promoted
		No. of CE programs organized in current year
		No. of round tables organized and No. of people participated
		No. of people participated in LLL courses
		No. of students passed practical placement program
		Number of pro-bono classes outside of University
3.	Social engagement	No. of people outside of UBG who used libraries space/services
		No. of participants outside of UBG who used facilities for organization of conferences, meetings, events, etc.
		No. of UBG students/professors volunteering for benefits of



		wider community
		No. of competitions organized
		No. of competitors
		No of public debates on important social issues

Besides these quantitative indicators, qualitative indicators are very much important as well. These could include: satisfaction of the target groups (business community, journalists, NGOs, etc., investigated in polls); tradition of certain good practices (e.g. whether some events are organized in constant time periods); tone of the media articles on certain matter (positive, negative, taking into account experts' opinion or not, etc.), etc.

6. Recommendations

University should demonstrate its strong commitment to our local community by developing the social engagement strategy which defines the short, medium and long term priorities. This document gives a preview of the existing social engagement activities taking into account the gaps yet to be filled.

Generally speaking in terms of social engagement of the University and its member faculties, short terms priorities are following:

- Social engagement plan should be developed and adopted as a kind of guidelines for socially responsible and engaged research, education and participation in the local community.
- Accompanying the social engagement plan (or guidelines), the tentative action needs to be developed
- Appoint a person (Vice Rector or similar) responsible for SE aspect at UBG
- In order to monitor the rate of success of University's social engagement, a set of indicators need to be developed and adopted (the recommendations are provided in the previous chapter).
- In accordance with the developed monitoring indicators, a Report on social engagement activities should be prepared at least once a year (at faculties' level).
- University should promote more distinctively and more actively the social engagement activities (page on University website)
- Although we can say that the University is involved in various social, charity and volunteering events, this has mainly been based on the individual engagement of its students and staff. Participation in this kind of events need to be formalized, that is organized by the University or its faculties.
- University and its faculties should organize more volunteering opportunities and actions for their students and staff in cooperation with the local organizations (theatre, galleries, libraries, local office for environment protection, pet asylum, eco-park, etc.)
- University should formalize the cooperation with institutions that offer volunteering opportunities for students.

As long term priority, the University of Belgrade needs to work towards becoming the driver of the cultural and economic development of the region by taking an active part in the life of the local community.



7. Next steps

The next steps in the realization of the strategic planning of social engagement activities at the University of Belgrade will be as follow:

- To finalize the recommended Individual Social Engagement Plan for the University of Belgrade
- To present the Individual Social Engagement Plan to the university management
- To form team at University level for elaboration of individual social engagement (SE) plan
- To finalize the Social Engagement Plan of the University of Belgrade
- To adopt SE plan and present it to UBG faculties
- To implement plan by Rectorate and all UBG members
- To monitor recommended SE indicators
- To elaborate report on SE plan realization on yearly bases (2017, 2018 etc.)

8. References

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