



D5.1.7 Individual social engagement plan for University of Novi Sad

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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. Work package 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 more synergically connected with two others in order to improve HEIs’ contribution to society (Figure 1).

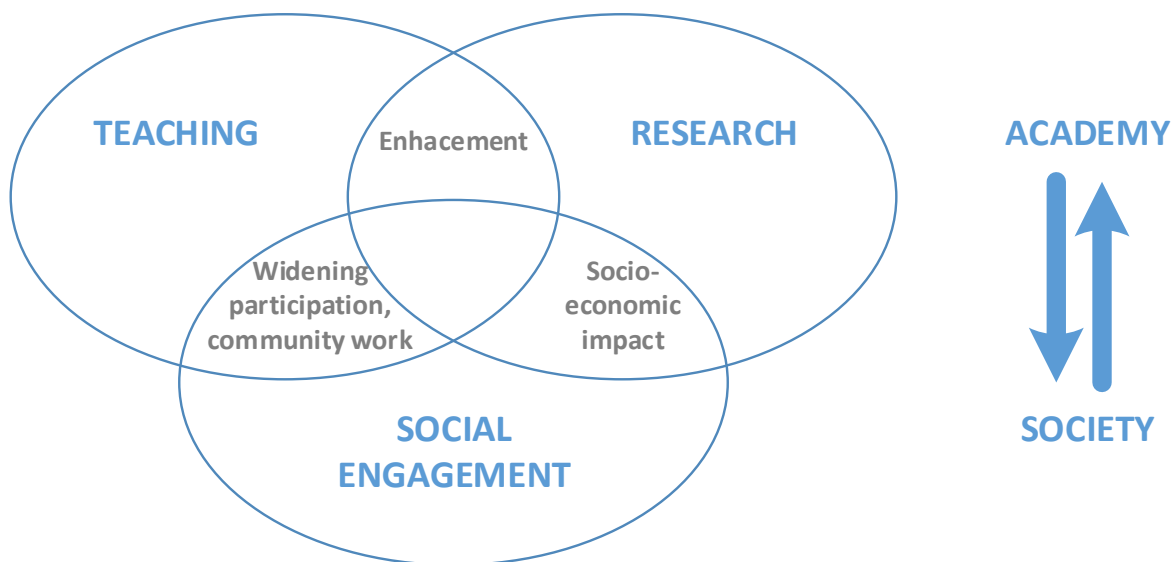


Figure 1 Three missions of HEIs

This “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 or concerts, initiating public debates on important social issues, voluntary work and consultancy by university staff and/or students, etc.).



The aim of this document is to propose the Social engagement plan for the University of Novi Sad and to transfer this plan into reality through steps/action plan.

1.3 UNS at a glance

The University of Novi Sad (UNS) is a modern university that consists of fourteen faculties in four historical cities (Novi Sad, Sombor, Subotica and Zrenjanin) of Central Europe. The central part of the University is situated near the Danube and that is Campus oriented University (Figure 2). UNS has around 50000 students and around 5000 employees. UNS is the only one state University in the Province of Vojvodina (around 2 millions of people) and from its establishment this university tried to be incorporated in the development of the city of Novi Sad and the whole province of Vojvodina.



Figure 2 Location of UNS and the new Rectorate building

The University of Novi Sad appears on the Leiden Ranking for the first time, occupying the 756th place. This progress is significant both for the academic community of the University of Novi Sad and for the whole country. Last year Serbia only had the University of Belgrade placed on the Leiden Ranking. Starting this year, Serbia has two universities on this list, which ranks it among the most successful countries in the region. The University of Novi Sad was also ranked among the top 1000 universities in the Webometrics Ranking (886th place) for the first time in 2016. In addition to this, it is important to mention that Novi Sad is official *European youth capital for 2019* as well as Novi Sad has been named one of the three *European Capitals of Culture for 2021*, which will additionally strengthen UNS social engagement roles in the years will come.

2. Engaged research

The professors and researchers at universities should be aware that **research should not be for the science sake, but for the society sake**. In that context, we should work on raising awareness among the universities' employees that they should direct their research towards the benefits of our society. That means that ordinary people (tax payers) have to have benefits from research conducted at UNS and some societal challenges related to public health, environment, etc. have to be solved using UNS resources both human and technical. Moreover, wider community have to be informed about the quality and importance of the activities of some groups at UNS and all type of medias have significant role and responsibility from this point of view.

Here we will present some important research results of some groups from UNS related to the aspects for society benefits which are realized through **collaborative engaged research projects**.

Table 1. Results of collaborative engaged research projects

No	Description	Illustrations
1.	The group of Prof. Borovac from the Faculty of Technical Sciences (FTS), UNS, developed the humanoid robot called Marko which can solve problems of autistic children. This robot has been developed in cooperation with domestic company „Unimet“. The more information: http://www.novosti.rs/vesti/naslovna/reportaze/aktuelno.293.html:491145-Robot-Marko-pomaze-oboelim-malisanima	
2.	The representative of Chair for Telecommunication (FTS, UNS) performed measuring and monitoring of the level of electromagnetic radiation in the city of Novi Sad and influence of this radiation on the citizen health	
3.	The group of prof. Božo Dalmacija from Faculty of Science, performs on site measurement of water, air and soil quality in the region	
4.	Students and staff from Faculty of Medicine regularly tests the health of Novi Sad citizens, measuring blood pressure and other vital parameters of aged population	

Many university centers, laboratories and research groups offers **services for enterprises** helping them in this way to improve their development processes, optimization of new and existing products and processes, etc. The most recognizable entities have been presented in terms of their field of expertise, resources, activities and achievements in the Catalogue of the research and innovation potential of the University of Novi Sad which can be found at the web site of Business Support Office (BSO) of the University of Novi Sad, <http://www.bsons.uns.ac.rs/>. However, it is important to mention that this list of research entities is not exhaustive and that their number is somewhat higher. In spite of the fact that there are units and centers at the University dealing with collaborative projects with industrial sectors and providing the research services for industrial needs, more efforts have to be invested in their promotion and expanding of their range of end users.

UNS Danube center for **technology transfer** has been established as an organizational nit at UNS with the aim of creating strategy for promotion of research, innovation, technology transfer, and application of innovation into society and cohesion of countries in Danube region.

Cooperation with business incubators and scientific parks

UNS has very well established links and cooperation with Business incubator Novi Sad. This incubator is excellent space for development of new entrepreneurship projects. On more than 800 m² with 25 offices, 1 conference room, 2 rooms for meetings, etc. this space is appropriate for starting own business and to change to picture of environment and business ecosystem of city of Novi Sad.

In addition to this at UNS has been completed I phase of Science and Technology Park and the second phase is under construction and we can expect that for two/three years it will be only finished and that will be important place for wider involvement of wider community, companies and researchers from UNS.



Figure 3 Business incubator Novi Sad and UNS Science and Technology Park

One of the joint activities was the support provided to the participants of the Competition for best student ideas (<http://www.bsons.uns.ac.rs/index.php?pageview=takmicenje>) organized by UNS Business Support Office within WBCInno project in 2015. The students of University of Novi Sad had the opportunity to develop their business ideas with the support of business center in terms of trainings and consultancy services, as well as the free of charge space for the start-up enterprise to be founded by the Competition winners. In this way, in cooperation with the Business incubator Novi Sad, UNS creates the impact on the employability of young people in the region. However, the participation of UNS students in pre-incubation and incubation process in the Business incubator Novi Sad and creating the start-ups is still at unsatisfactory level.

Events for promoting engaged research at UNS

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 need to be intensified in terms of organization of larger number of events, public debates, discussions, public promotions, etc.

Several examples of good practice in terms of outreach activities of UNS are presented in Table 2.

Table 2. Events for promoting engaged research

No.	Event	Illustrations
1.	Festival of science is held in May each year at the Campus of the UNS. During two days more than 16000 visitors have opportunity to see workshops, exhibitions, lectures on an interesting way for wider audience	
2.	Researchers' night financed by EC within H2020 project is held in September in three cities in Province of Vojvodina – Novi Sad, Zrenjanin and Subotica. In all three cities more than 6000 visitors, especially young population have opportunity to be introduced in the miracle world of science	
3.	UNS Open door day is organized in October each year and intention of this event is to present to community educational and research potentials, study programmes, etc. and to open laboratories, amphitiaters, libraries, offices for students, pupils and ordinary people	
4.	Start-up weekend (http://swns.nstarter.co/) is a global network of passionate leaders and entrepreneurs on a mission to inspire, educate, and empower individuals, teams and communities to share/develop ideas and to start own business. Five times up to now at UNS Start-up weekend has been organized and shape ecosystem of the city Novi Sad in this context	
5.	Competition for best student idea was launched in 2015 within WBCInno TEMPUS project, as regional initiative and organized through six local competitions in Kragujevac, Novi Sad, Banja Luka, Zenica and Podgorica. It gathered 250 students and 82 ideas. The Regional Final Competition organized in Serbian Chamber of Commerce in September 2015 where 11 winners presented their ideas and business plans. The organizers of Competitions are BSO at universities in those 5 cities and 3 Business Incubators.	

These events can gather a large number of primarily young people outside the university and in this way impact the employability in the region. Moreover, they attract the representatives of industrial sector and social institutions fortifying the links and providing the opportunities for transfer of research results and knowhow to wider community.



Public access to facilities

Until now, there have been very few opportunities for wider community to access the facilities of the University's faculties, centers, laboratories, etc.

This is especially important for business and industrial sector who due to the lack of resources (equipment-wise and space-wise) could find the support in the University faculties and units. Until now, the access to these resources have been mainly during some events such as conferences, workshops, etc. and during these events some tour is organized visiting important UNS facilities such as amphitheatres, library, audio-visual rooms, etc.

Spill-over effects

The city of Novi Sad and the Province of Vojvodina have also benefits from the spill-over effects of the research activities and projects conducted at UNS. This especially refers to the networking or organization of events such as conferences, summer schools, workshops, seminars, etc. Since UNS has currently about 160 active EU funded projects, the events organized at UNS gather significant numbers of foreign researchers, professors, managers, entrepreneurs, etc. This has a significant aspect on development of touristic, transportation or other sectors of the city and the region, as well as the promotion of Serbia's and Vojvodina's culture, history and tradition.

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 [2]. In other words, universities should educate and build graduates who are well suited to participate in professional life, and are aware of their social context [3]. In modern society, where industrial sector suffers from losses caused by economic crises, many people lose their job. In addition to this, we are witnesses of dramatic changes in technology, thus knowledge we have learnt during our study are usually out of date now.

Address labor market and community needs

The University of Novi Sad is recognizable in the whole region related to the number of spin-off and start-up companies which have been established, by professor and assistants from UNS, mainly in ICT sector, but also in other sectors such as medicine, electronics, etc. The most successful companies are: DMS-Telvent, RT-RK, Levi9, Execom, A51, Dunav-Net, Eipix, etc. All in all, today these companies employ more than 6000 people and they reshape the market world in the city of Novi Sad and the whole region of Vojvodina. They also dictate the need for new engineers in ICT field, which is like feedback enforced UNS to increase the number of students in the first study year for programmes which can provide experts in above-mentioned fields.

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



The University of Novi Sad is a regional leader in education as one of the most attractive and internationally visible among other state universities in Serbia. The main University Campus provides the University with a unique and beautiful setting – close to the city centre and even closer to the Danube River. Having invested considerable efforts in intensifying international cooperation and participating in the process of university reforms in Europe, the University of Novi Sad is recognized as a reform-oriented and proactive university both in the region and globally. The following entities have been established at UNS to provide efficient and engaged education/teaching:

University Centre for Lifelong Learning has been established at UNS as an important outcome of TEMPUS project DELFIS (JP 145010-2008). The main goal of this project is the development of lifelong learning framework in Serbia. It is important to emphasize that the project is in line with the national priorities: development of lifelong learning in the context of the reform of higher education in Serbia, the training of non-university teachers, development of partnerships with enterprises and employers, reduction of the unemployment and definition of qualification framework. The Centre organizes round tables, conferences and similar events, initiates the social dialogue and analyses the employers' needs for new knowledge and skills at the labor market. Through organization of courses, workshops and trainings, it motivates the individuals to constantly improve at professional level and gain new applicable knowledge.

Enterprise Europe Network (EEN). In order to efficiently and effectively exploit the potential of entrepreneurs and small and medium-sized enterprises (SMEs) of the Vojvodina region (northern Serbia) in the single European market, UNS has joined the Enterprise Europe Network when it started its operations in the Republic of Serbia. The Enterprise Europe Network is a key instrument in the European Union's (EU) strategy to boost growth and jobs and it helps small and medium companies seize the unparalleled business opportunities in the EU Single Market. UNS has strong cooperation with regional SMEs and is recognized as one of the flagship universities when it comes to the implementation of the Danube strategy among South-East Europe countries [4].

UNS is striving to provide high quality education in the field of entrepreneurship. Many faculties have their own bachelor, master and PhD programs covering the area of entrepreneurship and innovation. It has established **UNESCO Chair for Entrepreneurial Studies** (<http://www.unescochair.uns.ac.rs/>) in 2006 with the aim to promote and encourage education, research and exchange of academic staff and to create a platform for information exchange in all the most important UNESCO activities. Therefore, UNS has strong capacity for building up international partnership in many areas devoted to the entrepreneurial support. So far, it has participated in numerous international and national projects that aim to support entrepreneurial spirit among students and alumni members. Nevertheless, not many of those projects have offered to its stakeholders the opportunity to experience working environment in foreign countries. Starting from 2014, the new program called Erasmus for Young Entrepreneurs is operating in Serbia as well with UNS being actively present, giving the opportunity for business newcomers to benefit from international entrepreneurial mobility across Europe and learn from more experienced entrepreneurs how to run business. This international partnership for UNS is of strong importance and it enhances the study curriculum in order to provide students with modern education and international trends accepted in the vast majority of European countries [4].

Business Support Office – in cooperation with the Business Innovation Novi Sad the set of entrepreneurial and start-up trainings have been provided, based on the CANVAS method,



for the students and researchers of the University of Novi Sad within the Competition for Best Student Idea, organized for the first time in 2015 (in the framework of the WBCInno project).

UNS centre for education development is organizational unit within the UNS established with the aim to promote education at all levels and cooperation with the relevant institutions/stake holders in the field. The main activities of these centre are: increasing the quality of education, development cooperation within EU funded projects, writing and providing adequate literature for easier education, etc.

UNS set up the **Student Counselling and Career Centre** in order to connect academic and business community as well as to provide personal counselling and advice to students on an individual or group basis. This Centre fulfils the following tasks: personal counselling, providing support in developing capabilities; knowledge and crafts of students which altogether are vital for employing; providing reliable and evaluated information about possibilities of additional education and job offers; connection of students with employers via organizing professional practices and trainings in companies and organizations; organizing presentations of companies, professional amount and business culture of companies; providing council services to students who has dilemma during choosing the career or positioning on the work market after graduation; other activities of counselling regarding to career development that is seminars and workshops. The Centre also aims to provide a wide range of services to the employers so that the cooperation would be successful and a long-term one. The Centre is not directly involved in the recruitment of students and graduates, as instead, it provides relevant information about getting a job, connects students with employers by the means of organizing internships and voluntary work and by organizing trainings and seminars. On the other hand, the Centre helps the employers to articulate their needs in the best way and be actively involved in shaping their future staff. It also enables them to promote their companies as socially responsible ones.

In order to provide the connection between the business world and students, each year, the fair of employment and students practical placement is organized at the FTS, UNS, under the name KONTEH (<http://www.konteh.org>). During two days it is provided opportunity for students to provide interview for open job positions or to apply with CV and from another side companies have chance for direct contact with the best students in the field. This fair is organized with many booths and exhibition space for companies as it is illustrated in Table 3.




In spite of the numerous activities related to the socially engaged education both formal and informal, there is still a lack of involvement of wider community in creation of courses and trainings, and most importantly study programmes.

Another aspect that should be considered more in the following period is formalization of this kind of University's role in the socially engaged education and its more active and wider promotion.

Table 3. Examples of engaged education

No.	Description	Illustrations
1.	UNS provides sports facilities for a wider community (to practice sport, yoga, thi-chi, etc.)	



2.	UNS organizes round tables and public debates on interesting topics for wider society	
3.	Lifelong learning/ continuing education – organized courses by UNS	
4.	KONTEH – the fair for students employment and practical placement at FTS, UNS	

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.

Having this in mind, UNS takes a very active part in the cultural development of the local society. Thanks to the new central (Rectorate) building of the UNS, there is an appropriate space for cultural exhibition in previous period, which have been opened and which attracted attention of the wider community. For example, the word biennale of photography was organized at UNS (Table 4).

Central Library of the University of Novi Sad has implemented high technological and organizational standards that provide a model for the faculty and institute libraries. The fields covered by collections: interdisciplinary and multidisciplinary scientific fields – European Studies, Studies in Higher Education, Science, Gender Studies, Entrepreneurship, Management in Education / Sport / Applied Arts, Environmental Protection, Conflict Transformation, Children's Rights, Canadian Studies, Career Development, Applied Statistics and many others. The total number of publications: 28872 (24562 books, 3348 issues of periodicals and 962 graduate theses). The number of periodicals: 581. Databases (to which the Library provides access): KoBSON (<http://www.kobson.nb.rs>) gives access to researchers who are employed in academic, research and medical institutions founded by



the Government of the Republic of Serbia and which are under the jurisdiction of the Ministry of Science of the Republic of Serbia. Students can have access to these databases in the libraries at their faculties, or in the Central Library of the University of Novi Sad.





One of the main development projects in this field should enable the users of the library collections to read text automatically by the means of information technology and the so-called speech synthesizer. The speech synthesizer vocalizing text in Serbian was developed at the Faculty of Technical Sciences and the company AlfaNum in Novi Sad. It enables the automatic synthesis of audio editions of books in Serbian. Software transforms the given text in Serbian into clear speech very similar to human voice. The aim of the project is to create audio editions of the collections in the libraries and make them accessible for the students and the whole academic community. The development of the high quality synthesized speech in Serbian enabled easier comprehension, longer listening periods and better recollection during the process of listening of audio books. The quality of synthesized speech continues to be improved by the means of projects that are the result of mutual cooperation of the Faculty of Technical Sciences, Faculty of Philosophy, Faculty of Sciences and some other institutions in Serbia. In the near future, it is expected that the range of speaker's voices used for the creation of synthesized speech should be expanded (the user will be able to choose the voice) and that the synthesized should be complemented by adequate emotional tones and other elements that contribute to the natural effect of the synthesized speech. Audio books will allow people with disabilities to have the same rights and privileges in the process of education. Not only does it enable people with vision impairment to have easier, faster and more independent access to books, but it also makes the process of reading easier to people with other types of physical disabilities, as well as to people suffering from dyslexia and other types of learning disorders. Other students at UNS are also interested in listening to audio books because in that way they can study while having a rest or a walk, or without straining their eyes, in public transport, etc. Last but not least, the editions of audio books are an invaluable resource for everyone who studies Serbian. Central Library of UNS has a role to integrate and support all faculty and institute libraries from one place, as well as other libraries that have technical and organizational capacities for the development and usage of audio books. As a result of some project activities, an extranet network will be created, which will manage all faculties and institutes that constitute a part of UNS.

Blood donation – students and employees at UNS actively participate in the actions of for blood donations which organize the office for blood transfusion of the Clinical Centre of Vojvodina.

Floods – Rectorate team, deans, professors, assistants, students of the University of Novi Sad were active volunteering during the floods in Serbia in 2014, helping people from flooded areas and providing different products/money for them.

The actual topic at UNS is integrative function of **removing and cleaning of snow** in the UNS Campus together with companies and services responsible for this action from the city Novi Sad. This service will work 24 hours in order to provide normal working conditions for students and UNS employees.

Table 4. Examples of social engagement of UNS

No.	Description	Illustrations
1.	Central Library of the University of Novi Sad is one of the best equipped library in the region	
2.	Access to modern UNS facilities for organization of different events such as conferences, meetings, workshops, summer schools, etc.	
3.	Joint action of students and professor from UNS in order to (re)decorate university campus of other public areas	
4.	UNS organizes exhibitions in own facilities, opened for wider community	

5. Measuring “social engagement” - Indicators

In terms of social engagement performance, it is necessary that University adopts a 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 5.

Table 5. 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 UNS/faculties' contracts with industry
		No. of UNS/faculties' contracts with public bodies

		No of UNS/faculties' centers/labs/resources mapped and presented to wider community
		No. of people who used University's/faculties' facilities/resources
		No. of open-innovation (OI) campaigns
		No. of students/researchers involved in OI projects
		No. of participants on Researchers' nights
		No. of participants on Open door days
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 UNS who used libraries space/services
		No. of participants outside of UNS who used facilities for organization of conferences, meetings, events, etc.
		No. of UNS students/professors volunteering for benefits of wider community
		No. of competition 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



- 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)

Based on the current state and the level of realization of socially engaged activities at the University of Novi Sad shown above, a set of medium-term recommendations can be listed:

Engaged research

- More support and encouragement needs to be provided for the researchers who are dealing with the research with high impact on the society
- A system for monitoring of socially engaged research projects needs to be introduced in order to measure the impact of the University on society research-wise.
- A set of incentives and encouragements need to be introduced in order to animate the researchers to engage in collaborative development projects and joint projects with the industrial and business entities, particularly those which solve the societal challenges.
- Services for enterprises should be more actively promoted and accessible to the enterprises
- The Catalogue of the innovation and research potential of the University should be updated regularly at least once a year
- Transfer of technology should be encouraged and supported by the University and its faculties
- Technology transfer center needs to be run more actively and sufficient human resources need to be provided
- Legislative background needs to be provided to support the technology transfer (guidelines, regulations, bylaws, procedures, IPR definition, etc.)
- Cooperation with other institutions such as innovation centers needs to be formalized (Memorandum on cooperation, Letter of Support, etc.)
- Participation in outreach activities should be one of the priorities in communication with the society
- University's and faculties' facilities needs to be made more open and accessible to the society by organizing events such as open door days, etc.

Engaged education and teaching

- University's and faculties' management need to be advised to listen more to the needs of the current labour market when introducing new study programmes. Those programmes also need to include the aspects related to the creation of ready-to-work labour force through inclusion of more practical elements into education system.
- Lifelong learning activities need to be more promoted to the external users (both employed and unemployed)
- Researchers and professors need to be more actively engaged in giving *pro-bono* lectures and trainings



- University and its faculties should put more efforts to include business and social partners in the development of both formal study programmes and lifelong learning courses.

Social engagement

- University should keep the same level in terms of organization of culture events (exhibitions, concerts, literary events, lectures, etc.). However, it should strive to invite more people from outside the university.
- 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 formalizes, 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.
- University should formalize the cooperation with social institutions such as Red Cross, charity organizations, NGOs, etc. in order to provide the ground for continuous and long-lasting engagement of students and staff

As long term priority, the University of Novi Sad needs to work towards becoming the driver of the cultural and economic development of the city of Novi Sad and the Province of Vojvodina 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 Novi Sad will be as follow:

- To finalize the recommended Individual Social Engagement Plan for the University of Novi Sad
- 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 Novi Sad
- To adopt SE plan and present it to UNS faculties
- To implement plan by Rectorate and all UNS 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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