



INTERNATIONAL
UNIVERSITY OF SARAJEVO

INSTITUTIONAL INTERNAL EVALUATION REPORT

International University of Sarajevo

January 31, 2018



INSTITUTIONAL INTERNAL EVALUATION REPORT

International University of Sarajevo

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INTRODUCTION

The task of preparing Institutional Internal Evaluation Report (IIER) was undertaken in a systematic and orderly manner, whereby relevant experts, centers, faculties, departments and study programs across the International University of Sarajevo (IUS) played a significant role. In the course of its completion, IIER Drafting Team or committee held numerous meetings and workshops, involving proactively the highest bodies of the University. Finally, IIER was adopted by the Senate for institutional and study programs assessment and evaluation by the Higher Education Quality Board (HEQB).

Cross-border evaluation of universities and accreditation of study programs are becoming more widespread day-by-day, both in the European Higher Education Area (EHEA) and the Bologna Policy Forum countries. Although, IUS has successfully completed its institutional accreditation process in Bosnia and Herzegovina, several programs were also accredited by Quality Assurance Austria. In 2014, International University of Sarajevo was accredited with the Agency for the Development of Higher Education and Quality Assurance and is listed in the state register of accredited higher education institutions in Bosnia & Herzegovina, [Decision on the Entry into the State Register of Accredited Higher Education Institutions](#), No. 05-33-1-199-11/14. Therefore, for the purpose of strengthening furthermore its international character, IUS has decided to seek accreditation from the Council of the Higher Education Quality Board.

Since the significant number of IUS students come from Turkey, the evaluation and accreditation of IUS by the Higher Education Quality Board (HEQB) will certainly lead towards an improvement of education quality, diploma recognition and job prospects for the graduates.

IUS has a special mission of being a bridge between Turkey and Bosnia and Herzegovina. IUS graduates as future experts, diplomats and policy-makers have a potential for strengthening cooperation between the Turkish and Bosnian societies. In addition, IUS as the best private university in Bosnia and Herzegovina with quality study programs, research and development could become Turkish-Bosnian umbrella institution for fostering research, development, innovations and knowledge for the Western Balkans region.

Through its academic and research activities the University has developed into a place where students and scientist from all over the world can meet, exchange ideas and know-how, and work together in a multi-cultural environment. As an international education and scientific institution, the University has established cooperative relationships with similar universities in the region as well as other parts of the world, creating a positive learning environment for all.

Since its foundation IUS has applied the Bologna, national and international qualification principles. Internal quality assurance is ensured through the implementation of both national and international standards across different faculties, programs, training centers and administrative units. An effective implementation and monitoring processes undergo a cross check mechanism fulfilled by permanent and ad-hoc committees.

Permanent committees, stakeholders' involvement and periodical internal / external accreditations are primary quality assurance tools at IUS.

In order to ensure the quality, IUS has an approach of combining three interrelated instruments such as internal control, internal audit and risk management. Since academic and administrative activities follow PDCA approach (Plan, Do, Check and Act), IUS academic and administrative activities are always aimed at continuous improvement.

LIST OF ABBREVIATIONS

AY	Academic year
BAM	The Bosnian Mark (international name for the currency)
BHQF	Bosnian-Herzegovina Qualification Framework
BiH	Bosnia and Herzegovina
BSC	Balkan Studies Center
CC	Curriculum Committee
CIP/CIR	Center for Information and Recognition of Qualifications in Higher Education
COST	European Corporation in Science and Technology
CV	Curriculum vitae
ECTS	European Credit Transfer System
EHEA	European Higher Education Area
ELS	English Language School
ENIC/NARIC	International network of information centers
ENQA	European Association for Quality Assurance in Higher Education
EQF	European Qualification Framework
ERASMUS	European Region Action Scheme for the Mobility of University Students
EUA	European University Association
FASS	Faculty of Arts and Social Sciences
FEDU	Faculty of Education
FENS	Faculty of Engineering and Natural Sciences
FLW	Faculty of Law
HEA	Agency for Development of Higher Education and Quality Assurance
IAU	International Association of Universities
IIER	Institutional Internal Evaluation Report
IT	Information Technology
IQAC	Internal Quality Assurance Committee
IQAC-WG-ACU	Quality Assurance Committee Working Group for Academic Units
IQAC-WG-ADU	Quality Assurance Committee Working Group for Administrative Units
IUS	International University of Sarajevo
KM	Konvertibilna marka (local name for the currency)
LEC	Leadership and Entrepreneurship Center
LO	Learning Outcomes
NGO	Non-Governmental Organization
PDCA	Plan, Do, Check and Act
QAO	Quality Assurance Office
QMS	Quality Management System
RDC	Research and Development Center
SEDEF	Foundation for Development of Education in Sarajevo
SP	Study Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIPA/SIS	Student Information System

1. INFORMATION ON THE INSTITUTION

1.1. Mission, Vision and Goals

1.1.1. Mission

The mission of IUS is to invent, create, and produce science, art, and technology for the benefit of humanity; to educate free-thinking, participating, sharing, broad-minded individuals who are open to change and improvement, and who have the ability to transform knowledge into values of importance for themselves and for the larger community.

International University of Sarajevo (IUS), with its identity as an international institution of education and research is cooperating with universities in the region and in other countries in order to provide a peaceful and comfortable learning atmosphere for students from Europe and other countries.

The following seven-fold dimensions represent IUS mission:

The following seven-fold dimensions represent IUS mission:

- Internationalized higher education,
- Integrity by embracing high ethical values and reflecting them to the community,
- Interdisciplinary programs,
- Intercultural competency,
- Civic engagement,
- Comprehensive excellence,
- Continuous improvement of quality culture.

1.1.2. Vision

The vision of IUS is to become an internationally well-known institution of higher education and research and a center of excellence and quality through the shared efforts of the founders, academic and administrative staff, students, and other stakeholders.

1.1.3. Strategic Goals

IUS aims at becoming the major hub in the Balkans for bridging the East to the West as a leading international institution of higher education and research with comprehensive excellence and quality, whose students will become lifelong learners, inter-culturally competent and well-developed leaders to take constructive leadership roles in the social, cultural and economic development of humanity.

The Strategic Plan for the Period 2016-2020¹ puts forth an overarching aspiration for IUS "To become widely recognized as the best university in Bosnia and Herzegovina and in the region, and a model for the interweaving of liberal education and fundamental knowledge with practical education and impact on social and world problems."

To reach this IUS plans to;

- **Focus on strong academic programs** that are strategically important to the university and to maintain areas of excellence within each of the basic academic groupings.
- **Build greater connectivity among the academic units** by developing new modalities of integration, boundary - crossing structures, and productive synergies.
- **Increase the size and quality of faculty** by enveloping multi-year hiring plans while giving **priority to recruiting anchor faculty** and new Ph.D.'s and "rising stars" for each program, and by **improving faculty retention** by competitive hiring, fair promotion and evaluations.
- **Implement strategically focused, cost-effective enhancements of the infrastructure** and better data, criteria, and procedures for evaluating and tracking the quality of research, scholarship, and creativity.

¹ <https://www.ius.edu.ba/important-documents/ius-strategy>

- **Implement strategically focused changes** to improve organizational processes and structures that manage, allocate, and monitor resources which are significant for fulfilling the university's academic mission.
- **Implement strategically focused changes** to improve organizational processes and structures that manage, allocate, and monitor resources important to fulfill the university's academic mission.
- **Improve student admission and scholarship policies** to attract a larger number of the best and most dedicated students.

The strategic plan defines the main directions of development and sets IUS priorities. It develops a number of specific objectives and actions aiming to enhance excellence of the university by:

- Enhancing institutional capacity to act as a unit, and mobilize all stakeholders around selected goals.
- Providing all students with an education that is innovative, distinctive, and of the highest quality.
- Enhancing efforts to recruit, nurture, and retain a diverse faculty and an excellent, diverse staff.
- Strengthening the public engagement of the IUS education and research.
- Establishing and maintaining organizational structures and processes that promote and support academic excellence.
- Respecting ethical values.

1.2. Identification

Table 1.1. Institution – Legal Representative of the Institution

Full name of the institution in English	International University of Sarajevo
Acronym of the institution	IUS
Full legal name of the institution in the national language	Internacionalni univerzitet u Sarajevu (IUS)
Website	www.ius.edu.ba
Type and status	Foundation university, Non-profit private.
Legal status of the institution	<p>The University has been founded on the following administrative acts:</p> <p>a) Decision by the Sarajevo Canton Government, number 02-05-10404-10/03 from 18.06.2003, which was published in the "Official Gazette on the Page 11 of 129 Sarajevo Canton" issue 14/03 from 19.06.2003, which granted the approval to the Foundation for Development of Education to establish the International University of Sarajevo as an institution</p> <p>b) Decision by the Ministry of Education and Science of the Sarajevo Canton, number 11-38-3509 from 16. 03. 2003, which established that conditions stipulated by the law for establishment of the International University of Sarajevo as an institution had been met, and that the Foundation for Development of Education Sarajevo is the Founder of the International University of Sarajevo.</p> <p>c) Decision of the Ministry of Education and Science of the Sarajevo Canton, number 11-01-38 from 23.6.2004, on fulfillment of conditions for commencement of operations of the International University of Sarajevo as an institution, which established that all</p>

	stipulated conditions for commencement of operations in the 2004/2005 academic year had been met.		
Accreditation	a. National institutional accreditation: Agency for Development of Higher Education and Quality Assurance http://hea.gov.ba/akreditacija_vsu/Default.aspx b. International Accreditation, program level: The Agency for Quality Assurance and Accreditation Austria, (AQ Austria) https://qa.ius.edu.ba/accreditation c. ELS, International Accreditation by EAQUALS d. IUS administration is accredited with the Management Systems ISO 9001- Quality Management System		
Membership in the international bodies	European University Association		
Legal representative of the institution (head of the institution)	TÜRE, Tahsin Erkan		
Title	Prof. Dr.	Gender	<input type="checkbox"/> F (female) <input checked="" type="checkbox"/> M (male)
Department/Unit	Rectorate		
Official function within the institution	Rector		
Legal address of the institution	Street: Hrasnička cesta 15, Sarajevo Post code & town: 71210 Sarajevo Country: Bosnia and Herzegovina		
Phone (country and area codes)	+ 387 / 33957 / 110		
Fax (country and area codes)	+ 387 / 33957 / 105		
E-mail address	rector@ius.edu.ba ; erkanture@ius.edu.ba		

1.3. Declaration

Table 1.2. Declaration

“I, the undersigned, certify that the information contained in this document is correct to the best of my knowledge.”	
Place: Sarajevo / Bosnia and Herzegovina Date / .../ 2018	
Signature of the Legal Representative	Stamp of the institution
Name: TÜRE, Tahsin Erkan	
Position: Rector	

1.4. Drafting Team of the Institutional Internal Evaluation Report

Prof. Dr. Metin Toprak, as Team Leader and Bologna Expert worked closely with twenty-one core group members and prepared the Institutional Internal Evaluation Report.

Table 1.3. Institutional Internal Report Drafting Team

Name Surname	Role
Metin TOPRAK, Ph.D.	Team Leader
Edina Hadziahmetovic	Quality Assurance
Sencer Yeralan, Ph.D.	
Nesibe Merve Demir	
Ergün Özbay	
Endris Mekkonen	Degree Programs
Nerma Omicevic	
Azra Bićo	
Tarik Namas, Ph.D.	Research and Development
Muhamed Adilović	
Enes Akca	
Emil Knezović, Ph.D.	Management Structure and Information Systems
Benjamin Duraković, Ph.D.	
Azra Yildiz	
Mirza Ljubović	
Emir Hambo	Report Design
Sencer Yeralan	Editing
Muhidin Mulalić	
Ognjen Ridić	

1.4.1. Working Meetings

The completion of the Institutional Internal Evaluation Report required numerous discussions and scheduled professional meetings. Besides numerous informal discussions and ad-hoc meetings, scheduled professional meetings were held twice a week.

Table 1.4. Institutional Internal Evaluation Meetings

Committee Name	Date	Number of Participants
Extended Curricula Committee	25.10.2017	10
Extended Curricula Committee	01.11.2017	7
Internal Quality Assurance Committee Working Group – Curricula Committee Working Group	08.11.2017	15
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	15.11.2017	19
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	29.11.2017	14
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	20.12.2017	14
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	27.12.2017	11
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	03.01.2018	12
University Council (Quality Assurance Commission) – Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	11.01.2018	25

Committee Name	Date	Number of Participants
University Council (Quality Assurance Commission) – Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	15.01.2018	18
Internal Quality Assurance Committee Working Group - Curricula Committee Working Group	23.01.2018	11
Internal Quality Assurance Committee Working Group – Curricula Committee Working Group	29.01.2018	8

1.5. Drafting/ Updating Team for Self-Evaluation Reports

Academics that are drafting or updating self-evaluation reports of study programs are following;

Table 1.5. Self-evaluation Reports Drafting Team

Units	Name Surname
FACULTY OF ENGINEERING AND NATURAL SCIENCES (FENS)	Ahmet Yildirim , Prof. Dr.
Architecture	Adnan Zoranić , Assist.Prof.Dr.
Genetics and Bioengineering	Ayla Arslan , Assoc.Prof.Dr.
Computer Science and Engineering	Kanita Karađuzović-Hadžiabdić , Assist.Prof.Dr.
Software Engineering	Emin Tahirović , Assist.Prof.Dr.
Electrical and Electronics Engineering	Izudin Džafić , Prof. Dr.
Industrial Engineering	Benjamin Duraković , Assist.Prof.Dr.
Mechanical Engineering	Muhamed Hadžiabdić , Assoc.Prof.Dr.
FACULTY OF ARTS AND SOCIAL SCIENCES (FASS)	Mustafa Bal , Assoc. Prof. Dr.
Psychology	Giovanni Misceo , Assoc. Prof. Dr.
Social and Political Sciences	Aliye Fatma Mataraci , Assoc.Prof.Dr.
Visual Arts and Visual Communications Design	Kenan Zekić , Assoc. Prof.
English Language and Literature	Reyyan Bal , Assist.Prof.Dr.
Cultural Studies	-
FACULTY OF BUSINESS AND ADMINISTRATION (FBA)	Sencer Yeralan , Prof.Dr.
International Business and Finance	Azra Branković , Assist.Prof.Dr.
International Relations	Peter Plenta , Assist.Prof.Dr.
Economics	Mehmed Ganić , Assoc. Prof. Dr.
Management	Senad Bušatlić , Assoc.Prof.Dr.
FACULTY OF EDUCATION (FEDU)	-
English Language and Literature, Teaching	-
Turkish Language and Literature, Teaching	-
Computer Education and Instructional Technology	-
FACULTY OF LAW (FLW)	İbrahim Dursun , Prof.Dr.
Legal Studies	Philip C. Aka , Prof.Dr.
ENGLISH LANGUAGE SCHOOL (ELS)	Hilal Karic , Instructor
	Azra Radaslic , Instructor

1.6. Academic Authorities

Rectorate

Rector	Vice-Rector Academic Activities	Vice-Rector International Cooperation and Research	Vice-Rector Student Affairs, General Affairs
Dr. Tahsin Erkan Türe	Dr. Metin Toprak	Dr. Metin Toprak (acting)	Dr. Mirsad Karić
Full Professor	Full Professor	Full Professor	Associate Professor
erkanture@ius.edu.ba	mtoprak@ius.edu.ba	mtoprak@ius.edu.ba	mkaric@ius.edu.ba
+387 33 957 110	+387 33 957 123	+387 33 957 123	+387 33 957 121

Deans

Faculty of Arts and Social Sciences (FASS)	Faculty of Business and Administration (FBA)	Faculty of Engineering and Natural Sciences (FENS)	Faculty of Law (FLW)	Faculty of Education (FEDU)
Dr. Mustafa Bal	Dr. Sencer Yeralan	Dr. Ahmet Yıldırım	Dr. İbrahim Dursun	Dr. Recai Aydın
Associate Professor	Full Professor	Full Professor	Full Professor	Full Professor
Dean	Dean	Dean	Dean	Dean
mbal@ius.edu.ba	syeralan@ius.edu.ba	ayildirim@ius.edu.ba	idursun@ius.edu.ba	raydin@ius.edu.ba
+387 33 957 310	+387 33 957 410	+387 33 957 210	+387 33 957 480	+387 33 957 423

Preparation School

English Language School (ELS)
Hilal Karić
Instructor
Director
hkaric@ius.edu.ba
+387 33 957 180

1.7. Administrative Authorities

General Secretariat

Secretary General	Deputy Secretary General, Legal and Administrative Affairs	Deputy Secretary General, General Affairs	Secretary General's Assistant
Armin Kerić	Muhamed Semiz	Nervin Alagić	Bakir Junuzović
akeric@ius.edu.ba	msemiz@ius.edu.ba	nalagic@ius.edu.ba	bjunuzovic@ius.edu.ba
+387 33 957 130	+387 33 957 133	+387 33 957 131	+387 33 957 179

1.8. Organizational Units

The University consists of five faculties: Faculty of Engineering and Natural Sciences (FENS), Faculty of Business and Administration (FBA), Faculty of Arts and Social Sciences (FASS), Faculty of Law (FLW), and Faculty of Education (FEDU). As of AY 2015/2016, the faculties offer 17 study programs in the first cycle, 16 in the second and 12 study programs in the third study cycle.

The following offices, research centers, art and sport facilities, and student clubs are indivisible components of the University to provide a seamless learning and development experience:

1.8.1. Education and Research Processes' Support

- Quality Assurance Office (QAO)
- International Relations Office (IRO)
- Project Management Office / Office of Supported Projects (PMO)
- IUS Research and Development Center (RDC)
- Balkan Studies Center (BSC)
- IUS Library
- Alumni Relations and Career Center
- Student Affairs Office (SAO)

1.8.2. Legal Counsel

- Legal Advisors Office

1.8.3. Connections with Society and Industry

- PR Office

- Lifelong Learning Center (IUSLife)
- IUS Leadership and Entrepreneurship Center (LEC)
- IUS Student Clubs (24 Clubs)
- IUS Gallery
- GymIUS

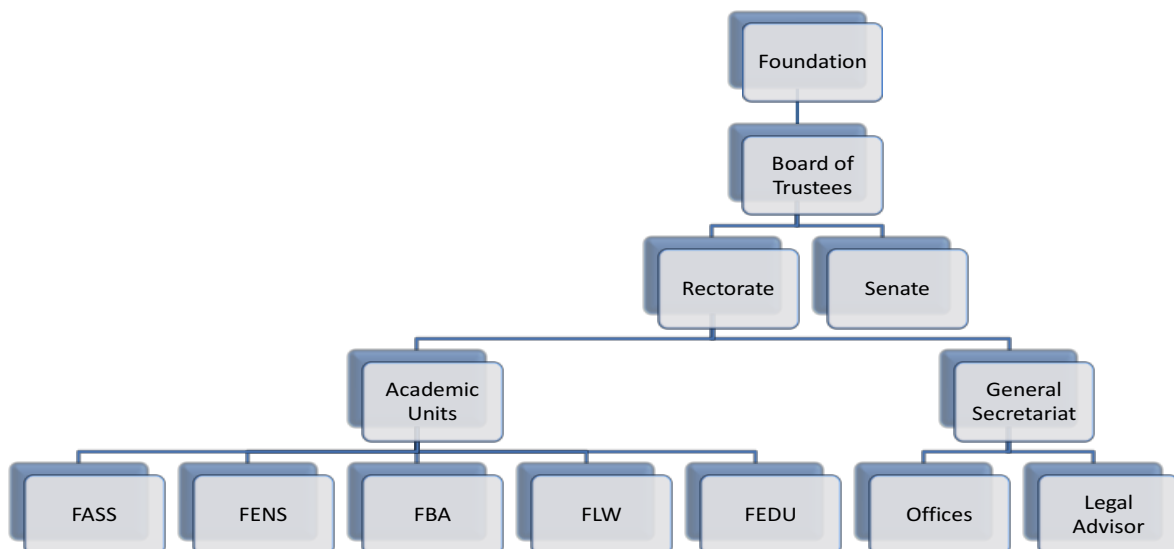
1.8.4. Support Offices

- University Computer Center (IT)
- Human Resources (HR)
- Office of Finance and Economic Affairs (Finance Office)
- Social and Cultural Activities, and Health (SACHS)
- Translator Office
- Technical Service and Maintenance

Through its centers, sport and cultural activities, formal and informal gatherings, IUS establishes sound relationships with local communities, social partners and industry representatives. These relationships yield mutual benefits to both IUS and to its external partners and the list of IUS partners has been extended. Besides measurable indicators, IUS makes other influential cultural, social, intellectual, and research, humanitarian and civic contributions. IUS contributes to local communities through its expertise, its projects, and its scientific and cultural activities, but the greatest contribution of all is made by the quality education provided to its students. Every year IUS offers 1000 (ranging from 5-100%) scholarships to B&H and Western Balkans students who performed well at the entrance (scholarship) exam.

Chart 1.1. Organizational Chart

**International University of Sarajevo
Organizational Chart**



For a detailed chart see Appendices.

1.9. List of Study Programs

IUS is licensed by the Ministry of Education, Science and Youth of Sarajevo Canton to offer the following study programs.

Table 1.6. List of Study Programs

	First cycle (Bachelor's) 240 ECTS	Second cycle (Master's) 60 ECTS	Third cycle (Ph.D.) 180 ECTS
FACULTY OF ENGINEERING AND NATURAL SCIENCES			
Architecture	X	X	X*
Civil Engineering	X*	-	-
Computer Science and Engineering	X	X	X
Genetics and Bioengineering	X	X	X
Electrical and Electronics Engineering	X	X	X
Industrial Engineering	X	X	X
Mechanical Engineering	X	X	X
Software Engineering	X	X	-
FACULTY OF ARTS AND SOCIAL SCIENCES			
Social and Political Sciences	X	X	X
Visual Arts and Visual Communications Design	X	X	X*
English Language and Literature	X	X	X
Cultural Studies	X*	X	X
Psychology	X	X	X
Social and Political Sciences	X	X	X
FACULTY OF BUSINESS AND ADMINISTRATION			
Economics	X	X	X
International Business and Finance	X	X	-
International Relations	X	X	X
Management	X	X	X
FACULTY OF EDUCATION			
Computer Education and Instructional Technology	X*	-	-
English Language and Literature, Teaching	X	-	-
Turkish Language and Literature, Teaching			
FACULTY OF LAW			
Legal Studies	X	-	-
Comparative Public Law	-	X*	-
ENGLISH LANGUAGE SCHOOL			
English Language School	-	-	-

Legend

Taught programs	X
IUS is authorized to enroll students, but the study program is not opened yet	X*
Study program is in the planning phase	

1.10. Number of Academicians by Study Programs

Table 1.7. Number of Academicians by Study Programs

	Prof.Dr.	Assoc. Prof.Dr.	Assist. Prof.Dr.	Senior Assistant	Assistant	Adjunct & Part time Ph.D. Holder	Adjunct & Part time
FACULTY OF ENGINEERING AND NATURAL SCIENCES							
Architecture		1	10	2	1	1	2
Genetics and Bioengineering	2	2	1	2		3	
Computer Science and Engineering		1	4		2	2	2
Software Engineering			2	1	2	2	
Mechanical Engineering	1	2	1	2	1	2	
Electrical and Electronics Engineering	3	1	2	4	2	3	
Industrial Engineering	3		1	1	2	1	
FACULTY OF ARTS AND SOCIAL SCIENCES							
Psychology		2	4	1		2	1
Social and Political Sciences		2	1	2	1	2	
Visual Arts and Visual Communications Design		2	2	3		1	2
English Language and Literature		1	4	1		1	5
Cultural Studies(not active yet)							
FACULTY OF BUSINESS AND ADMINISTRATION							
International Business and Finance	1	1	3				
International Relations		1	5	4	1	1	
Economics	1	1	2	1	1		
Management	1	1	3	1	2		
FACULTY OF EDUCATION (not active yet)							
English Language and Literature, Teaching							
Turkish Language and Literature, Teaching							
Computer Education and Instructional Technology							
FACULTY OF LAW							
Legal Studies	2		1	3		4	1
ENGLISH LANGUAGE SCHOOL							
Preparation for English Proficiency				29	--> all language instructors		

1.11. Academic Calendar

Event	2016-2017
Registration for Second Make-up Exams (for2016-2017)	August 16 - 18, 2017
Second Make up Exams for Academic Year 2016-2017	September 4 - 9 , 2017
Last day for thesis defense in 2016-2017	September 13, 2017
Event	2017-2018
Open Announcement for Enrolment of New Students	June 1 to September 15, 2017
Study Contracts Signing	June 15 to September 22 2017
Course Registration	September 25 - 29, 2017

Beginning of Classes	October 2, 2017
Add – Drop Period	October 9 - 10, 2017
Midterm Exams	November 13 to December 1, 2017
Course Withdrawal Period	December 4 - 8, 2017
Preparation for Final Exams and Final Exams	January 8 - 24, 2018
Registration for Make-up Exams	January 25 - 26, 2018
Make-up Exams	January 29 to February 6, 2018
Event	2017-2018
Course Registration	February 12 - 16, 2018
Beginning of Classes	February 19, 2018
Add-Drop Period	February 26 - 27, 2018
IUS Open Day	To be announced
Midterm Exams	April 2 - 20, 2018
Course Withdrawal Period	April 23 - 28, 2018
Preparation for Final Exams and Final Exams	May 28 to June 15, 2018
Graduation Ceremony	To be announced
Enrolment Announcement for New Students	To be announced
Registration for Make-up Exams	June 20 - 22 2018
Make-up Exams	June 25 to July 6, 2018
Summer Courses	July 9 to August 17, 2018
Registration for Second Make-up Exams	August 29 - 31, 2018
Second Make-up Exams	September 3 - 12, 2018
Last day for thesis defense	September 13, 2018
STATUTORY HOLIDAYS, NON-WORKING DAYS, SPECIAL DAYS	2017-2018
Event	
Eid al-Adha	Friday, September 01, 2017
National Day of B&H (Non Working Day)	Saturday, November 25, 2017
Roman Catholic Christmas*	Monday, December 25, 2017
New Year's Day 2017 (Non working Days) (Observed on January 1st and 2nd)	Monday, January 01, 2018
Orthodox Christmas*	Sunday, January 07, 2018
B&H Independence Day (Non Working Day)	Thursday, March 01, 2018
Catholic Easter*	Sunday, April 01, 2018
Orthodox Easter*	Sunday, April 08, 2018
International Labor Day (Non working Days) (Observed on May 1st and 2nd)	Tuesday, May 01, 2018
Eid al-Fitr	Thursday, June 14, 2018
Eid al-Adha	Tuesday, August 21, 2018
* For those who celebrate.	

1.12. Main Regulations and Documents

Higher education in Bosnia and Herzegovina is regulated at the national level by the Framework Law on Higher Education in Bosnia and Herzegovina (Official Gazette, No. 59/07, 59/09) and at the cantonal level by the Ministry of Education, Science and Youth of each canton.

On the basis of the Framework Law on Higher Education, the Law on higher education was harmonized in the Republika Srpska, the ten cantons of the Federation of Bosnia and Herzegovina, and the Brčko District of Bosnia and Herzegovina, allowing the full implementation of the Bologna Process in Bosnia and Herzegovina.

Below, listed are the basic regulations and decisions related to the academic activities, students' affairs, research and development, academic professionals, management structure, and information systems at IUS.

- Framework law on Higher Education in B &H, Framework law on Higher Education in B &H
- Law on Higher Education, Law on Higher Education/Zakon o visokomobrazovanju
- University statute, <https://www.ius.edu.ba/important-documents/statute>
- IUS Strategic Plan (2016-2020), <https://www.ius.edu.ba/important-documents/ius-strategy>
- Book of Rules on Scholarship for Bachelors, Lisans Burs Yönetmeliği - Pravidnik o dodjelistipendijastudentimaprvgciklusastudijana IUS-u
- Book of Rules on Participation in Exchange Programs
- Rules And Procedures Of The Project Management Office
- Conditions for Attending Summer Schools at Other Higher Education Institutions
- Procedures for Developing, adopting, and Implementation of IUS Strategy
- Rules and Procedures of the Research & Development Center
- Book of rules on publishing activities at IUS
- Code of Ethics
- Book of Rules on Evaluation of the Academic Staff
- Book of Rules on Procedure Effective Teaching Processes of the Academic Staff at IUS
- Book of Rules on Disciplinary and Material Accountability of Students at International University of Sarajevo
- General Academic Rules for I Study Cycle
- Study Rules for the First Study Cycle at IUS
- Study Rules for the Second Study Cycle at IUS
- Study Rules for the Third Study Cycle at IUS
- Book of Rules on recognition of passed examinations and of their equivalence at International University of Sarajevo -
- Rulebook on Proposing, Accepting, Monitoring and Changing Study Programs at the International University of Sarajevo - Pravidnik o predlaganju, prihvaćanju, praćenjuizmjenamastudijskihprogramanaInternacionalnomuniverzitetu u Sarajevu
- Procedure and Rules for Internship
- Book Of Rules On Procedure Of Effective Teaching Processes Of The Academic Staff - MetodeZaPraćenjelzvršavanjaObavezaAkademskeOsoblja
- BOOK OF RULES on the conditions for attending preparatory classes for September make-up examination
- Rulebook on scientific-research / artistic-research activity and academic titles - Pravidnik o naučno-istraživačkoj / umjetničko-istraživačkoj djelatnosti i akademskim zvanjima
- Student Assessment Procedure
- Rules On The Procedure For Evolution Of Students Knowledge At The International University In Sarajevo - Pravidnik O Postupku Vrednovanja Znanja Studenata Na Internacionalnom Univerzitetu U Sarajevu

- [Appendix with Book of Rules on Accepting and Monitoring Study Programs](#)
- [Book of Rules on Accepting and Monitoring Study Programs](#)
- Rules of Procedure of the Commission for Monitoring Study Programs at IUS - [Poslovník o radukomisije z apracenjestudijskihprogramana IUS-u](#)
- Public Relations and Information Standards - [Poslovník za odnos sa javnošću i informiranje](#)
- Rulebook on keeping the register of domestic and international bibliographic databases of IUS - [Pravilnik o vodenju registra domaćih i međunarodnih bibliografskih baza podataka IUS-a](#)
- [Decision on Amendments to Register of Scientific Publications at the International University of Sarajevo](#)
- [Rules of Procedure of the Committee for Monitoring Study Programs \(Curriculum Committee\)](#)
- [Policy Regulations on Public Relations and Communication](#)
- [Strategiju komunikacija na Internacionalnom univerzitetu u Sarajevu](#)
- [International University of Sarajevo Communications Strategy](#)
- [Book of Rules on Incentives Policy and Financial Support](#)

1.13. Students

IUS truly deserves its title “international” as both professors and the students come from various countries from all over the world.

The table below shows current numbers of students per study cycle, number of foreign and local students, and the number of graduates in the previous academic year:

Table 1.8. Students by Cycles

IUS STUDENTS	ACADEMIC YEAR OF 2017/18
International	869
Bosnia and Herzegovina citizens	794
Total	1663
Total number of full time students on Academic Year/study cycle	
I cycle	1448
II cycle	162
III cycle	53
English Language School	134
Graduates: As of academic Year: 2016-2017 (cumulative)	
Bachelor	1623
Master's	294
Doctorate	16

Table 1.9. Students by Countries

Country of Origin (All IUS Students)	Number of Students (2017/18)	Country of Origin (All IUS Students)	Number of Students (2017/18)
Turkey	760	Bosnia and Herzegovina	794
Serbia	8	Montenegro	8

Country of Origin (All IUS Students)	Number of Students (2017/18)	Country of Origin (All IUS Students)	Number of Students (2017/18)
Egypt	7	Croatia	6
Syria	7	Ghana	5
Kuwait	5	Iran	5
Pakistan	4	Palestine	4
Libya	4	Spain	3
Macedonia	3	Canada	2
Jordan	2	Italy	2
The Russian Federation	2	France	2
Kenya	2	United States of America	2
Mauritania	2	Germany	2
Ukraine	1	India	1
Turkmenistan	1	Philippines	1
Tanzania	1	Morocco	1
Saudi Arabia	1	Ethiopia	1
Sudan	1	China	1
Slovenia	1	Algeria	1
Romania	1	Chad	1
Namibia	1	Bulgaria	1
Malaysia	1	Yemen	1
Madagascar	1	Bahrain	1
Kyrgyzstan	1	Azerbaijan	1
Afghanistan	1		

2. QUALITY ASSURANCE SYSTEM

2.1. Policy for Quality Assurance

Quality Policy of the International University of Sarajevo (hereinafter: University) expresses the commitment of the Management and employees of the University to continuously improve high quality standards with regards to student's learning, scientific research and artistic work with the objective to educate individuals capable for critical thinking and further advancement in studies or professional careers for their own benefit and the benefit of the entire society.

IUS Quality Policy provides a framework for efficient achievement of the University's strategic goals aligned with its mission and vision. The established quality system of the University is focused on the students and on the creation of an academic environment of excellence, in which students are provided with education through the provision of the internationalization of the University, an interdisciplinary approach in education, participation in the scientific research and artistic work, participation in decision-making processes, in University-industry cooperation over the labor market, and in mobility and assurance of highly professional academic staff.

The established system of quality is materialized within a clearly defined and transparent legal and organizational framework that includes documents, processes and people responsible for the functioning of the system. The University Quality system is based on the principles of the Standards and guidelines for quality assurance in the European Higher Education Area (ESG) and meets the requirements of ISO 9001:2008. IUS is continuously and intentionally evaluating Quality policy and if necessary revising it.

2.2. Quality Assurance Bodies

There are two main bodies regarding quality assurance at IUS: The Internal Quality Assurance Committee (IQAC) and the Quality Assurance Office (QAO). IQAC has been established by the decision of the Rector of IUS in 2017. QAO functions in accordance with the law (Canton Sarajevo) and B&H National Framework Law on Higher Education.

2.2.1. Institutional Quality Assurance Committee

IUS University Council functions as the Internal Quality Assurance Committee (IQAC). IQAC is a permanent IUS body responsible for maintaining and improving efficiency and quality of services and for providing inputs in regards to the external evaluations and accreditation. The Committee members are: Rector, Vice Rectors, Deans, Secretary General, and Legal Advisor of IUS.

The Decision on Establishment of IQAC can be viewed at <https://qa.ius.edu.ba/node/22754>

2.2.1.1. Internal Quality Assurance Committee Working Group for Academic Units (IQAC-WG-ACU)

IQAC-WG for Academic Units supports the work of Internal Quality Assurance Committee. The WG members are representative academic professionals from study programs. This WG also functions as Curriculum Committee Working Group.

2.2.1.2. Internal Quality Assurance Committee Working Group for Administrative Units (IQAC-WG-ADU)

IQAC-WG for Administrative Units supports the work of Internal Quality Assurance Committee. The WG members are administrative office managers, legal advisors of faculties and SPIUS representative.

2.2.2. Quality Assurance Office

The QA structure at IUS is composed of fully functional **QA Office** at the university level and **QA Teams** at faculty levels. Student representatives are regularly appointed to Faculty QA Teams, <https://qa.ius.edu.ba/qa-office/regulation-quality-assurance-ius>.

These bodies, defined in Article 8 of the Regulation on QA at IUS, are fully operational and functional. The roles, responsibilities, and activities are clearly defined in the aforementioned documents. The QA Office is

the main QA executive body. It is an independent unit within the University whose Manager is responsible directly to the Rector. The Faculty QA Teams are constituted within each of five IUS faculties and responsible to the faculty Deans. A 5-member QA Team at each Faculty level is made of the major stakeholders' representatives, including students.

The QA Office regularly performs the following main activities:

- Follow the developments on any regulation on quality assurance and propose adequate measures to IUS governance structures,
- Actively participates and provides input in the process of strategic planning, realization and monitoring,
- Provides assistance to academic units in setting intended learning outcomes and educational objectives,
- Conducts student surveys at the end of each semester and prepare reports,
- Provides guidance for analyzing study programs at the end of each academic year,
- Provides support and guidance for the processes of self-evaluation at both study program and IUS levels,
- Organizes educational activities on QA enhancements,
- Conducts a process of academic staff evaluation,
- Evaluates staff research activities,
- Conducts alumni surveys,
- Processes all curricula revision requests and prepare documentation for Curriculum committee sessions,
- Prepares various templates and forms, and
- Ensures the correct application of the entire QMS including ISO 9001.

Activities in which QA Office provides assistance and support include, but are not limited to cooperation with Faculty QA Teams, provide updating study programs curricula changes, syllabi updates, preparation of forms, update of rulebooks, definition of scientific areas, establishing needs for academic staff, and participation in the events and projects such as workshops, EU Twinning Project: Strengthening Institutional Capacity for Quality Assurance and Agency for Higher Education and Quality Assurance, B&H.

IUS evaluates its QA system formally in the process of self-evaluation, but also as the part of strategy monitoring implementation and regular analyses by the Board of Trustees IUS quality system is in full compliance with ENQA standards and guidelines, B&H standards and guidelines, laws and Acts of the Agency for Development of Higher Education and Quality Assurance, and competent cantonal laws and by-laws.

2.2.3. Curriculum Committee

The Curriculum Committee is a permanent IUS body responsible for overseeing the matters respective to the curricula development, performance and monitoring.

The Curriculum Committee Working Group supports the work of Curriculum Committee (see above Internal Quality Assurance Committee Working Group for Academic Units).

2.3. Quality Assurance System at IUS

IUS introduced its formal internal quality assurance system in 2011. Although this is not the beginning of the quality culture at the University, since the year 2011 there has been significant progress in terms of an institutional approach to quality assurance.

The following table represents IUS's QA framework:

Table 2.1. Internal Quality Assurance System at IUS

	IUS Internal Documents for Quality Assurance	What is it about?
QA system backbone	IUS Statute (including mission and vision) IUS Strategic Plan 2011-2015 IUS Strategic Plan 2016-2020	Demonstrated commitment of the IUS senior leadership towards developing an institutional quality culture. https://www.ius.edu.ba/important-documents/ius-strategy
	Quality policy: Regulation on Quality Assurance at IUS, IUS-SENATE-11-819/11, 21 June, 2011	This document defines the internal quality assurance system at IUS, its aims, mission, organizational structure, its responsibilities, its activities and its roles, intention statements, quality culture, students' role in QA, quality assurance policy, and quality assurance procedures. It also establishes IUS QA bodies as follows: - Quality Assurance Office (at the University level) - Faculty Quality Assurance Teams (at the Faculty level) https://qa.ius.edu.ba/qa-office/regulation-quality-assurance-ius
	Quality Assurance Office Policy, IUS-UO08-32/2011, 22 June, 2011	This decision establishes the Quality Assurance Office as an autonomous body of the IUS within the Rector's Office. https://qa.ius.edu.ba/qa-office/quality-assurance-office-policy
	Internal Quality Assurance Procedures 11-1064/11	Covers procedures related to self-evaluation, external evaluation and contains relevant templates for the processes.
Curricula	Book of Rules on Accepting and Monitoring Study Programs at IUS, revised edition, IUS-SENATE-11-3330/14	This Book of Rules defines the content, methods of proposing, accepting, monitoring and realization of the study programs at IUS, as well as methods of amending or innovating existing study programs. The Book of Rules also regulates the methods to cancel existing study programs or courses within the study programs. It introduces the Curriculum Committee as a body for monitoring the curricula, appointed by the Rector, whose task is to consider proposals for introducing new study programs, as well as proposals for amending existing study programs' curricula. The Rule Book prescribes the form of the syllabus as well the forms for different types of curricula changes. https://www.ius.edu.ba/sites/default/files/book_of_rules_on_accepting_and_monitoring_study_programs_2014_002.pdf
	Book of Rules on the Work of the Curriculum Committee IUS-SENAT-11-3324/14	The methods of work and selection of the Committee members is defined in the Book of Rules on the Work of the Curriculum Committee. https://www.ius.edu.ba/sites/default/files/rules_of_procedure_of_the_committee_for_monitoring_study_programs_curriculum_committee.pdf

	IUS Internal Documents for Quality Assurance	What is it about?
Student Survey Staff Evaluation Academic	Book of Rules on Evaluation of the Academic Staff Procedures at the International University of Sarajevo, IUS SENAT – 11 – 3152/13.	<p>This Book of Rules specifies the procedures on the evaluation of the academic staff at IUS, the method and procedure of conducting the evaluation, the criteria for defining the evaluation score, as well as the appropriate measures to be taken should the academic staff member receive consistent negative evaluations by IUS within a period of two years. The evaluation procedure integrates procedures for systematic evaluation of the academic staff by: a) the higher education institution, and b) students (in form of a students' survey).</p> <p>https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_evaluation_of_the_academic_staff_final1.pdf</p> <p>The Rule Book also includes the content of the evaluation form and of the students' survey form.</p>
National Institutional Accreditation	IUS Post-accreditation Action Plan on Quality System Improvement, November 2014	<p>After receiving the decision on institutional accreditation, a higher education institution is required by the national law to make an Action Plan on Quality System Improvement, and submit Progress Reports to the pertinent Ministry.</p> <p>The Action Plan includes the following:</p> <ul style="list-style-type: none"> - List of activities addressing the recommendations stipulated in the Report of the Committee from External Evaluation; - Timeline for activities' implementation and - Persons in charge for each activity. <p>http://www.heg.gov.ba/akreditacija_vsu/akreditovani/?id=5378</p>
Teaching and Learning	Book of Rules on the Procedure of Effective Teaching Process of the Academic Staff, IUS-SENATE-11 -1044-2/14	<p>This Book of Rules defines the procedure of monitoring and recording the proper and regular fulfilling of the teaching obligations. It prescribes the form (B6) to inform Deans and Program coordinators as to ensure effective teaching processes of the academic staff.</p> <p>https://www.ius.edu.ba/sites/default/files/book_of_rules_on_procedure-effective_taching_processes_of_the_academic_staff_.pdf</p>
	Methods for Monitoring Academic Staff Activities, IUS-SENAT-11-1044-1/14	<p>This procedure goes hand in hand with the previously mentioned Book of Rules. It defines the role of QA teams.</p> <p>https://www.ius.edu.ba/sites/default/files/metode_za_pracenje_izvrsavanja_obaveza_akademskog_osoblja_final_izmjene.pdf</p>
Research	Book of Rules of Research and Development Center, 2016	<p>Statistics are collected on published articles and regularly updated on the IUS web page. Also, the impact factors of published articles are monitored via Google Scholar.</p> <p>https://www.ius.edu.ba/sites/default/files/rdc_rules_and_procedures.pdf</p>

	IUS Internal Documents for Quality Assurance	What is it about?
ISO9001:2008	General Secretariat Quality Rule Book Quality policy statement, Rector, 11 February 2015	The Quality Policy Statement is a constituent part of the General Secretariat Quality Rule Book whereby ISO9001 were introduced for the IUS administration.

There are several documents which are not part of the QA policy *per se* but significantly contribute to the IUS overall QA system.

These are:

- *Code of Ethics and Decision on the Establishment of Ethical Committee*;
https://www.ius.edu.ba/sites/default/files/u666/code_of_ethics.pdf
- *Decision on procedures for Developing, Adopting and Implementation of IUS Strategy*;
https://www.ius.edu.ba/sites/default/files/uo_33-2011_-_odluka_o_proceduri_razvoja_donosenja_i_implementacije_strategije_ius.pdf
- *Regulation on Student Organization and Student Roles at IUS*;
<https://www.ius.edu.ba/student-parliament>

2.4. Quality Assurance Performance Measurement

In order to monitor and enhance its quality, IUS uses various tools to measure its performance at different levels:

2.4.1. Strategy Monitoring

The procedures for developing, adopting and monitoring of implementation of IUS Strategy are defined by the Board of Trustees Decision adopted on 22 June, 2011.

https://www.ius.edu.ba/sites/default/files/uo_33-2011_-_odluka_o_proceduri_razvoja_donosenja_i_implementacije_strategije_ius.pdf

This Decision establishes IUS Strategic Management Body which consists of IUS Rector, Vice Rectors, Deans and General Secretary. IUS Rector is the chairperson of the IUS Strategic Management Body. The Decision also stipulates in the Article 6 that: "In the process of defining values, vision mission, strategic goals and plan of activities to achieve strategic goals including deadlines and necessary resources, IUS Strategic Management Body consults the following stakeholders: Board of Trustees, Academic Staff, Non-academic staff, Students, Other HEIs, Governmental Sector, Non-governmental sector, Local community, Key business entities and other relevant partners."

In the course of 2015 IUS held Strategy planning sessions which resulted in the IUS Strategic Plan 2016-2021 which was also adopted by the Board of Trustees in December 2016.

At various meetings and especially by the top management of the University, important questions have been raised about University mission and vision. What kind of institution IUS wants to be? How it can contribute to the society and the world? What is its position in an academic world? These questions were addressed in the IUS Strategy 2016-2020 in order to make IUS a vibrant place where science, culture and art, meet in creative and inspiring ways. The IUS strategic document can be accessed via the following link:
<https://www.ius.edu.ba/important-documents/ius-strategy>

The IUS Strategy 2016-2020 incorporates IUS overall strategic goals, as well as very specific activities, action plans, and performance indicators for the evaluation and monitoring to support and facilitate management decisions.

Strategy implementation reports are prepared bi-annually by the IUS Strategic Management Body and submitted to the Board of Trustees (BoT). These reports are further analyzed by higher management and result in instructions for improvement.

2.4.2. IUS Annual Monitoring Statistical Data

Faculties at IUS, (FASS, FBA, FENS, and FLW) are responsible for annual monitoring of:

- Courses and programs,
- Student progress, and
- Deciding on actions to be taken (Action Plan on Quality Improvement)

2.4.3. IUS Annual Monitoring Key Performance Indicators (KPI)

IUS uses the following KPI to measure its performance and progress, alignment with mission and vision and core values:

Data collected annually: Basic data about staff and students:

- Number of faculties,
- Number of Study Programs offered (per cycles i.e. I, II, and III cycle),
- Number of IUS staff per gender,
- Number of Academic Staff per title and per faculty and gender and age,
- Number of Administrative Staff per title and per faculty and gender and age,
- Number of External Experts in Practice,
- IUS staff country of origin,
- Number of enrolled students per cycle and per gender,
- Number of graduates per cycle and per gender,
- Number of B&H/foreign students,
- IUS student country of origin,
- Number of exchanges (incoming outgoing, students, staff), and
- Number of cooperation agreements

2.4.4. Infrastructure and Resources

Resources and Infrastructure	
Total area of utilized space [m ²]	32.500
Area of classroom space [m ²]	5.268
Area of library space [m ²]	561
Area of laboratory space [m ²]	2.011
Area of space for students' life standard (accommodation, food, recreation) [m ²]	10.428
Number of amphitheatres and/or large auditoriums	5
Number of classrooms	60
Number of seats for students attending lectures	2.800
Number of computer classrooms	4
Number of computers in computer classrooms	125
Total number of computers	475
Number of laboratories	13
Electronics laboratories	1
Laboratories for robotics and automation	1
Laboratories for Physics	1
Laboratories for Mechanical and Industrial Engineering	2
Bio-engineering Laboratories	3

Resources and Infrastructure	
<i>Psychology Laboratories</i>	2
Architecture Laboratories	2
Siemens Laboratory	1
TV Studio	1
Total number of library items	32.056
Total number of books in libraries	23.280
Number of employees in libraries	2
Total number of administrative staff	80
Total number of staff in students' services	11

2.4.5. IUS Campus Information Technology Resources

IT Network and Communication System	<p>In order to support the highest standards in the educational process, from the outset, the International University of Sarajevo (IUS) has established a modern and flexible IT Network and Communication System with professional networking equipment.</p> <p>Currently, the University Campus Core Network System is based on Cisco/EMC Data Center with Cisco UCS Blade servers, EMC Storage and Avamar Backup System with hybrid virtualization platforms implemented (Hyper-V and VMware).</p> <p>The University Phone System is based on Cisco VoIP technology (Cisco Unified Communications Manager) and the Campus Wireless (WiFi) System is based on Cisco 5520 and 2500 Wireless LAN Controllers and Lightweight Access Points.</p> <p>Within the campus, a smart ID card system has been implemented with Mifare Smart ID Cards, Primion GmbH Security Solution and Designia GmbH SlimPARK Campus Car Parking System</p> <p>The IUS Campus Network Security Edge Device is Cisco ASA 5525 Firewall. Campus Voice Gateway System is based on Cisco 2811 Routers and Layer 2/ Layer 3 Network Distribution Core Switches are based on Cisco 3560 and Cisco Catalyst 2960 PoE Switches.</p> <p>Campus buildings and all vertical backbone active network equipment are interconnected by high performance Fiber Optic Cable Infrastructure and network endpoints on horizontal layout are connected with the fastest 10GBps Cat 7 UTP/FTP cable.</p> <p>The IUS Campus has a permanent Internet connection with bandwidth of 200 Mbps in both directions (Download/Upload).</p> <p>Within the Campus there are 7 modern computer laboratories with more than 125 client computers and more than 350 other client computers for administrative and academic staff, 12 Physical and 18 Virtual Servers, 2 Cisco Wireless Controllers and 43 Wireless Access Points , 70 network and desktop printers, 1 A0 plotter, 4 A4/A3 color printers, 8 A4/A3 copy/print machines, 170 VoIP phones, 3 fax machines, 35 Cisco and HP ProCurve Layer 2 /Layer 3 network distribution access switches, 50 data projectors, Sound Systems and System for Simultaneous Translations, a dedicated OMR (Optical Marc Recognition) Printer</p>
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	for Surveys and Tests Evaluations,2837 Mifare Smart ID Cards issued, 9 Smart ID Card Readers, 1 Smart ID Card Printer, ...
Network Communication, Applications and Services	<p>The University signed a Campus Agreement with Microsoft Company, which fully licenses IUS for all of their products within our educational process (Microsoft Windows XP/7/10, MS Office 2007/16, Windows Server 2008/12, MS SQL Server, etc.).</p> <p>Microsoft Office365 is used as the primary E-mail Collaboration and Communication Tool among IUS' students, academics, and administrative staff. Currently, there are more than 2650 Office365 accounts created and configured within IUS' main Internet domain and 45 official distribution and other e-mail and collaboration groups for easier internal communication.</p> <p>The main IUS domain "ius.edu.ba", FTP, DNS, DHCP, Active Directory and other Network Services, Students Information System, IUS Web Sites (Faculties, Study Programs, Administrative Offices, English Language School, Research and Development and other Centers, ..), Open source Online E-learning Systems (On-line Journals, Course Management, ...) and other applications (Accounting, Databases, Taylor-made apps, ...) are all hosted within the IUS Network System and Equipment.</p> <p>The University is using Licensed or Open Source / Freeware Software Applications within the Campus.</p> <p>Operating Systems implemented on the core IUS Network Equipment are: Windows Server 2003/2008/2012, Linux Ubuntu Servers, Cisco IOS, Microsoft Hyper-V and VMware ESXi. IUS' Client machines are installed with Window XP/7/10, Linux (SuSE, Ubuntu,...), Mac OS X and Android operating system.</p> <p>Some of the licensed Software Application used within the Campus are as following: Adobe Creative Suite 5.5 Design Premium, Autodesk Master Education Suite (AutoCAD, 3DS Max,Inventor, ...), MATLAB, Sonnet, Rhinoceros 4.0, SolidWorks 2014, IBM SPSS Statistica 21, Matematica, Stata, Adobe Create Suite Master Collection (In-Design, After-Effects,Premier, ...), Microsoft Office Suite, ArchiCAD 17, etc.</p>

2.4.6. Library

Total number of library items: 32,056 items

Total number of books in libraries: 23,280 items

Number of employees in libraries: 2, Library Manager and Senior Librarian

2.4.7. Research

Number of projects (international, local)

Number of publications published in relevant data bases

Number of students included in the research projects per study cycle

Number of Ph.D. and Master's thesis completed

2.4.8. Cooperation with Society

Number of realized lifelong courses

2.4.9. Management

- Realization of Strategic Plan (%)
- Income from: student fees, EU projects, other international projects, research projects, services which university offered to industry.
- Number of strategic partnerships with economy and society

2.4.10. Teaching and Learning

- Student Satisfaction Survey, (per semester)
- Focus Groups
- Alumni surveys
- Prospective students surveys (annually)
- Academic Staff Performance Assessments (annually)
- Number and nature of students' complaints
- Duration of studies
- Retention Rate
- Teaching workload
- Number of mentorships
- Student/academic ratio
- Special needs services/student diversity services

2.4.11. Research

- Number of publications published in the relevant databases
- Percentage of research funding/total university budget
- Number of students involved in the research activities
- Number of completed Ph.D. dissertations

2.4.11. Management Philosophy of IUS (PDCA)

This is described in the figure that follows on the next page. IUS follows the well-known Plan- Do - Check -Act cycle in its management. As a well known quality improvement tool, IUS management uses the Deming cycle to analyze its performance and improve its processes. It is usually done bi-annually at the time of the strategy monitoring and reporting period. The PDCA cycle is shown by the chart following:

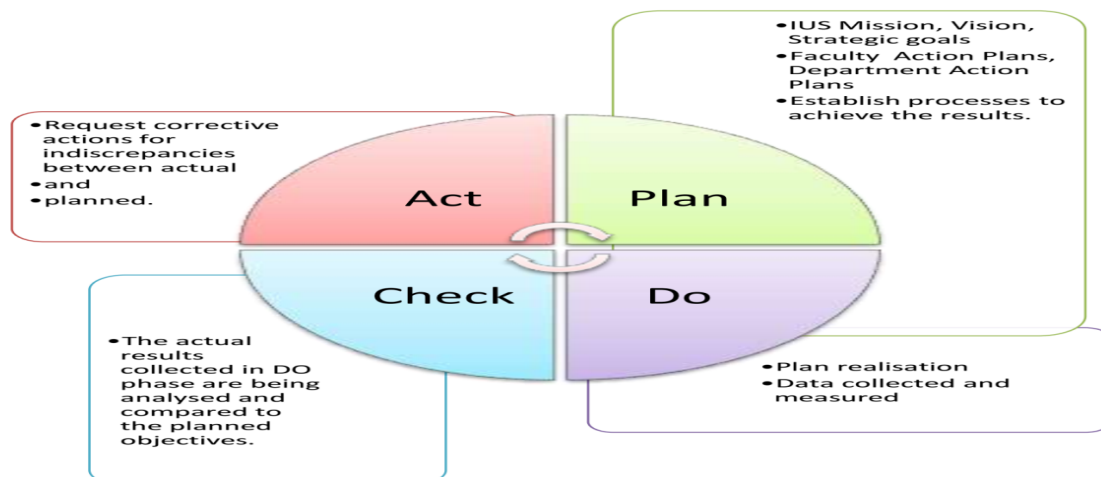


Chart 2.1. Plan-Do-Check-Act

2.5. Stakeholders' Participation

Internal and external stakeholders are involved in the QA processes in various ways, but not at the same level. Internal stakeholders, such as students and academic staff, are involved in a more systemic manner. Self-evaluations, both at university and study program level are performed by appointed committees and students' representatives are present on all of these committees.

All the analyses are discussed at University Council, Faculty Council and Senate sessions and, as pointed out earlier, students, as full members, are present at these discussions.

The alumni association at IUS is created at the university level and all the alumni are approached in a reasonable manner to provide valuable input for improvements and innovations to the existing practices and curricula.

Representatives of the labor market and professional associations are approached similarly during the process of major changes and enhancement in study programs (SPs) or in very specific and individual cases where their contribution is considered most valuable. Faculties maintain good contacts with relevant industries, on a personal and also professional basis through repeated meetings, workshops and partnerships.

The Study Program is part of a regular quality assurance enhancement process which takes into account the curricula, the study conditions and the program organization, which involves all relevant groups as well as external experts.

Table 2.2. Involvement of Stakeholders in IUS QA processes

Process	Academic staff	Admin. staff	University Management	Faculty / Department / Study Program Management	Students	External stakeholders (employers, experts,..)	Alumni
Through participation in IUS governance bodies with voting rights (e.g. Senate, Faculty Councils, Ethical Committee, QA and SER Teams...)	√	√	√	√	√	-	-
Through formal participation in consultation bodies (Faculty QA Teams, Curriculum Committee, Research Committee, Strategic Planning Committee, etc)	√	√	√	√	√	√	√
Through formal Involvement in self-evaluation activities	√	√	-	√	√	-	-
By informally providing information on the issues at stake	√	√	√	√	√	√	√
By responding to the surveys on regular basis (e.g. at the end of the semester or academic year)	-	-	-	-	√	-	√

2.6. Curriculum Design, Implementation, Monitoring, and Revision

Study programs' curricula for all three cycles are adopted by the Senate on the proposal of the related Faculty Council and approved by the Curriculum Committee. The proposal for any introduction of a new study program goes through the review and approval process. Before approval of the Faculty Council, the proposal is shared for review with other colleagues, professional associations relevant to the proposed program and other interested parties. To approve the proposal, there should be at least one positive review by an internationally recognized professor in the field concerning the program, and approvals by the Quality

Assurance Office and the curriculum committee. Once the proposal is accepted by the Faculty Council, the proposal is submitted for approval to the Senate.

According to the Book of Rules mentioned above, changes in an existing study program can be classified as minor changes, in which approval of the responsible Faculty Council suffices, or major changes where the approval of the Faculty Council and the Senate is needed, assuming the positive opinion of the QA Office and the Curriculum committee.

The quality of the curriculum is assured through continuous monitoring and verification of program objectives, outcomes, teaching/learning methods, workload of students, students' exam pass rates, and by gathering information from students and lecturers as well as other stakeholders. It is performed once a year at the end of each academic year (No. IUS-SENAT 11-132/13). The analysis contains information about the number of registered students for a course, the number of students that have withdrawn from the course, average grade of the course and students' evaluation of the course, which is measured every semester by the on-line student survey system.

External stakeholders are usually involved in the self-evaluation process and strategic planning, or any kind of major changes whereby the opinion of external partners is deemed to be of significant importance. Academic staff members maintain good contacts with relevant industries on a personal and also on a professional basis through repeated meetings, workshops and partnerships. IUS implements several projects with companies, institutions and government bodies as partners.

External stakeholders are mostly involved in a manner of informal forums and personal connections. A good example of cooperation with external stakeholders is the input to the IUS Strategic Plan of 2016-2020, where thorough feedback was obtained from B&H Agency of Higher Education and Quality Assurance (HEA).

2.7. Students' Surveys and Feedback Loop

The participation of students in the reflection on the study program, the study conditions and the program organization has been institutionalized.

Student surveys are conducted in the last weeks of the Semester, but before final examinations. QA Office processes all the data collected during the surveys and prepares usually three types of reports:

- University-wide Report to inform senior university leadership and university governance structures,
- Faculty-level Report to inform Faculty/Department/Study Program level, and
- Individual Report for academic staff per courses they taught.

<https://qa.ius.edu.ba/qa-office-surveys>

The reports mentioned in the previous section are further discussed and analyzed, and serve as the basis for future activities at different levels, from the course, Study Program to at Faculty/Department and university levels. The student surveys are further used in the following manners:

- They are used by the Senior Leadership as an indicator of performance,
- They are taken into consideration in the annual process of assessment of academic staff,
- They are archived in order to inform future assessment of the university Study Program,
- They are discussed in the Senate and Faculty Councils and formally adopted by these bodies, and
- They are used as input data for self-evaluation processes.

This way, it is ensured that any identified deficiency can be properly tackled and resolved by the most competent agents.

Students are informed on the results of student surveys via their representatives in university governance bodies such as Senate, Faculty QA Team and Faculty Council.

The established QA structures, procedures and practices, enable collection of objective data that are used for analyses resulting in feasible measures for improvements. Conclusions from the previous SER are always discussed during next round of self-evaluation.

3. DEGREE PROGRAMS

3.1. IUS Faculties and Study Programs

IUS offers a wide range of study programs across five faculties. Programs are offered in natural sciences, engineering and technology, social sciences and humanities, as listed below:

- Faculty of Engineering and Natural Sciences (FENS),
- Faculty of Arts and Social Sciences (FASS),
- Faculty of Business and Administration (FBA),
- Faculty of Law (FLW), and
- Faculty of Education (FEDU).

A complete list of all IUS undergraduate and post graduate study programs are mentioned in the first chapter of this document and also available at our web site: <https://www.ius.edu.ba/academic-units>

3.2. Designing, Approving and Updating Programs

International University of Sarajevo has established [RULES, STANDARD PROCESSES FOR THE DESIGN AND APPROVAL OF ITS PROGRAMS](#).² [ALL PROGRAMS OF IUS WHICH ARE ACTIVE](#)³ have been designed and developed in accordance with those rules and standards. The designing phase takes several important elements stated in the rules and the standards so that the developed programs would meet [THE OBJECTIVES](#) set for them⁴ in their all cycles. The processes of designs and developments of programs are subject to the final approval of the [SENATE OF THE INTERNATIONAL UNIVERSITY OF SARAJEVO](#) once a positive evaluation is performed by the Quality Assurance Office (QAO). Having been adopted by the Senate, the study program is then delivered to the Ministry of Education, Science and the Youth of the Sarajevo Canton for the further procedure.

The preparation of the programs are based on standards and norms in the area of higher education, such as [the recommendations on criteria for the licensing of higher education institutions and study programs in Bosnia and Herzegovina \(Official Gazette B&H, Number: 13/12\)](#)⁵, [guidelines to the criteria for accreditation of higher education institutions in Bosnia and Herzegovina](#) (see page 11)⁶, [international accreditation of Bachelor, Master and Ph.D. Programs guideline](#)⁷ and the European Higher Education Area (EHEA) in an effective realization of the [Bologna Process](#).⁸

The effective and efficient efforts put to design, develop and implement study programs on the basis of the above mentioned processes refer to the correct level of the [national qualifications framework](#) for higher education of Bosnia and Herzegovina⁹ and consequently, to the Framework for Qualifications of the European Higher Education Area ([FQHEA](#))¹⁰. This finally resulted in a [certified unconditional international accreditation](#) of six study programs for a period of six years the university applied for.

As an established part of the process, programs at IUS have been designed by involving the following distinguished stakeholders in their respective roles and contributions. These are the academic staff, students, industry representatives, the wider local community, at least one internationally recognized professor,

²

https://www.ius.edu.ba/sites/default/files/book_of_rules_on_accepting_and_monitoring_study_programs_2014_002.pdf

³ <https://www.ius.edu.ba/academic-units>

⁴ For example see the publicly stated program objectives of International Relations Program on the web site,

<https://ir.ius.edu.ba/about-ir>

⁵ http://www.hea.gov.ba/Dokumenti/dokumenti_agencije/?id=3330

⁶ http://www.cep.edu.rs/sites/default/files/Higher_Education_Accreditation_-_In_procedure.pdf

⁷ <https://www.aq.ac.at/en/accreditation/dokumente-international-accreditation/AQ->

[Austria_Guideline_International-Accreditation.pdf?m=1446130203](#)

⁸ <http://www.ehea.info/>

⁹ Standards and Guidelines for Quality Assurance in Higher Education in Bosnia and Herzegovina,

http://www.mcp.gov.ba/org_jedinice/sektor_obrazovanje/dokumenti/strateski_doc/default.aspx?id=2054&langTag=bs-BA

¹⁰ <http://www.ehea.info/cid102842/qualifications-frameworks-in-the-ehea-2009.html>

appropriate professional offices, and the Founder. This involvement of all parts of stakeholders secures the benefits that study programs are supposed to garner from external expertise and reference points.

Programs are designed with overall [program objectives](#)¹¹ parallel to what the university's [institutional strategy](#). All study programs incorporate their individual program objective in their self-evaluation report documents (see for example the self-evaluation report of International Relations Program, 2016, which is one of the internationally accredited study programs of the IUS). Moreover this can [easily be seen and accessible from all study programs syllabi](#), program objectives of all study programs have explicit intended learning outcomes.¹²

The syllabi address multidimensional issues of the study programs. They are efficiently contented with varieties standard and relevant elements of the study programs of which the students' expected workload is one. IUS Programs define and display the expected student workload, on the basis of the standard and definition stated in [the ECTS Users' guide of EHEA](#), to finally be part of the ECTS. Students' workloads in IUS, particularly, are made to be part of [all courses syllabi](#)¹³ of each and every study programs and can easily be [seen in terms of hour's breakdown](#).¹⁴ This makes much easier the question of how much reading, writing, and other relevant works a student should be assigned for a particular course each week, and addresses the concern of transparency.

At IUS quality of the curriculum is assured through continuous monitoring and verification of program objectives, outcomes, teaching/learning methods, workload of students, students' exam pass rates, and by gathering information from students and lecturers as well as other stakeholders.

The catalog concerning all first cycle curricula is available on the IUS web site and can be accessed via https://www.ius.edu.ba/sites/default/files/final_ius_first_cycle_catalogue_ay_2017-2018.pdf

All monitoring processes can be divided into minor changes that occur every year and major changes that include 5 years span.

Minor changes

Course analysis is performed once a year at end of each academic year. It provides information on the number of registered students for a course, the number of students that have withdrawn from the course, the average grade of course, etc.

Also feedback is collected from businesses, professors, students and alumni concerning the overall satisfaction of programs, or for instance, if they are in compliance with labor market needs.

Major changes

External stakeholders are usually involved in the self-evaluation process and strategic planning or any kind of major changes whereby opinion of external partners is deemed to be of significant importance. Academic staff members maintain good contacts with relevant industries on personal and professional basis through repeated meetings, workshops, and partnerships. IUS implements several projects with companies, institutions and government bodies as partners. External stakeholders are mostly involved in a manner of informal forums through personal connection.

Major changes include the change of the profile of particular program. (https://www.ius.edu.ba/sites/default/files/book_of_rules_on_accepting_and_monitoring_study_programs_2014_002.pdf), changing the name of the program, potential profile of candidates, introducing a new study program, change of existing grading system.

¹¹ Each program study apparently puts its respective *Program Objectives* in its WebPage. See, for example of the International Relations Program, <https://ir.ius.edu.ba/>

¹² Syllabi are the most accessible tools to see the explicitly intended learning outcomes. See, for example, this syllabus: <https://www.ius.edu.ba/syllabus/ir101-introduction-international-relations>

¹³ <https://www.ius.edu.ba/syllabi>

¹⁴ <https://www.ius.edu.ba/syllabus/ir101-introduction-international-relations>

3.3. Bologna Process

Higher education system and regulations in Bosnia and Herzegovina are fully in line with the Bologna Process approach, and taking the Lisbon Convention as reference. Almost all instruments and approaches of the Bologna Process, such as the qualifications framework, quality assurance, and recognition, learning outcomes, diploma supplements, ECTS, internationalization, social dimension, lifelong learning, double diploma and joint degrees are included in national and cantonal regulations. However, recognition of non-formal education and informal learning is at its very beginning in B&H what's more awareness about these two approaches is quite low.

3.3.1. Implementation of the ECTS system

Laws set the higher education model in Bosnia and Herzegovina in three cycles:

- First cycle leading to the academic title of completed undergraduate studies [the degree of Bachelor] or equivalent, obtained after no less than three years and no more than four years of full time study upon acquiring a secondary school graduation certificate, valued as no less than 180 or 240 ECTS credit points.
- Second cycle leading to the academic title of Master or equivalent, obtained after the completion of undergraduate studies, of duration of one or two years, and valued as 60 to 120 ECTS credit points, in such a way that the total with the first cycle represents 300 ECTS points.
- Third cycle leading to the academic degree of doctor or equivalent, of duration of three years and valued as 180 ECTS credit points.

Given the size of planned content and timing of their implementation, courses at IUS are predominantly assigned to an equal number of study credits i.e. 6 ECTS (When student surveys show ECTS per course changes between 5,5-6,4, then for sake of simplicity and on the basis of the consensus achieved at program council, ECTS is taken 6 for those courses). One study ECTS point is equivalent to 25 hours of total workload (based on the law). The curricula indicate that this standard is met when the length of the semester is 17 weeks. Total student activities, in accordance with the Law on Higher Education of the Sarajevo Canton, mainly include the following:

- Number of hours needed for instructions (lectures, seminars),
- Time required for student to do independent tasks,
- Time required for preparation of assessment and grading, and
- Time which academic staff need in assisting the student to acquire the necessary knowledge.

Based on the above legal basis for "assigning" the study points to every single activity in the preparation of curriculum, IUS, in all its study programs applies a model of so called standardized workload for each course, ensuring that the total load comprises 150 hours of total student activities per course. This provides:

- General harmonization of the scope and subjective importance of each course in the curriculum,
- Standardizing subjective weight for mastering a particular course through a flexible allocation of credits to individual activities,
- More efficient mobility of students,
- A simpler implementation and organization of joint courses in the first year of the studies,
- An easier transition and recognition of courses with international higher education institutions.

Implementation of the ECTS system at IUS is regulated by Article 121 of our *Statute* in the following manner:

- Study programs apply the European Credit Transfer System (ECTS), i.e. the European system of transfer of study credits, for each course in a study program.
- The number of ECTS credits for each course is based upon the total student workload for which the student is engaged in the course, as follows:
- attending learning activities (theoretical and/or practical teaching activities, tutorials, seminar projects);
- independent work (homework, projects, research);

- preparing for assessments (tests, final examination); and
- Other activities on the subject.

The standard for student workload and ECTS credit is defined in the *Cantonal Law on Higher Education* and equals 25 hours of student engagement. The formula is consistently applied, evident from course syllabus forms, where courses that are valued at 6 ECTS assume that an average student will devote 150 hours of work to that course, including lecture/tutorial attendance, practical work, individual learning and/or other forms of workload. As a result, it is estimated that the total work time of an average student will allow him/her fully to obtain the expected knowledge, skills and competences in that course, with ECTS credits assigned after the successful examination. Student workload in a course is equally distributed throughout 15 weeks of a semester and is evident from the syllabus design and schedule. The same policy is applied to the 2nd and 3rd cycles.

Lecturers collect feedback directly from students and can propose to update the course syllabus. Special attention is given to factors hindering the learning process and these are also checked through student surveys. Factors that promote learning are identified and encouraged, and those pertaining to SP staff and/or resources are regularly monitored, evaluated and improved.

In accordance with *Cantonal Law of Higher Education*, the overall activities of a student include the following:

- Number of teaching hours (lectures, tutorials, seminars);
- Time necessary for students' work on individual assignments;
- Time necessary for preparation of tests and assessment thereof;
- Time the academic staff spend providing assistance to students in acquiring the necessary knowledge.

The students in the programs of social sciences and humanities are to complete 6 ECTS course Internship in the area connected with programs in social and humanities fields. Internships are generally completed during the summer of the student's 3rd year. All students are advised by their academic advisors to choose the field of which they will complete their internship as well as to organize, check and approve it. After selecting an institution where student is going to do his/her internship official documents requested by the organization is prepared by the IUS Student Office. If needed, reference letters can be provided by academic advisors or professors. Students are strongly advised to complete their internship in state institutions such as the parliament, ministries, courts, municipality councils, and international institutions.

An internship report needs to be prepared by the student and includes the following items:

- To have at most five pages (some attachments may be required that are not counted among these five pages)
- The report would be mainly about what was done in the organization with introductory information about the organization's activities and structure
- The report will be in English and handed in as a computer printout and a soft-copy

Upon the successful completion of the internship, a file containing the trainee evaluation form, the report evaluation form, and the internship report is handed in by the student to the academic advisor. The deadline for submission of this file is the last day of add-drop period of the following semester. The cover page of the internship report will be signed and stamped if available, by the responsible manager of the organization. The manager initials the other pages of the report. If the responsible manager is not able to write in English, forms prepared in other local languages may also be used. The trainee evaluation form is completed by the responsible manager in the organization, signed and stamped if available. The form is then placed in an envelope which is sealed by the manager and given to the student. The internship file of each student is examined by the responsible person assigned by the Dean, and the result as satisfied/unsatisfied is announced. If the file for any internship session is not accepted, a student must complete the missing components or repeat that internship session as suggested by a responsible person. Internship files are archived by the responsible person assigned for internship files.

3.4. Admission Requirements

To enroll into the 1st study cycle, a candidate must have completed four years of secondary education which s/he proves with valid high school diploma. As teaching at the University has been carried out in English language only, to be enrolled into the first-year candidates must have advanced knowledge of the English language. To prove capability in English the students can provide international certificates of English language proficiency, such as TOEFL, or IELTS, or equivalent certificate, in accordance with the criteria established by University regulations. If a candidate does not possess any certificate which would waive the requirement for taking English Language Proficiency exam (Proficiency exam), candidates are required to pass Proficiency Exam organized by English Language School (ELS) at the University.

Candidates who meet all requirements for admission, but who do not pass this test, are required to meet all conditions for the English language proficiency, to acquire necessary language skills and become able to follow the classes.

The Student is deemed to be proficient in the English language if s/he:

- (i) Submits the valid scores in the following international exams:
 - IBT Internet-Based TOEFL (minimum 70), (in Turkey, taken only from University-run test centers)
 - IELTS Academic (minimum 6.0) (in Turkey, taken only from British Council test centers)
 - Upon receipt of the "ORIGINAL" score sheet from TOEFL/IELTS, student will submit the score sheet "IN PERSON" to the ELS Director for review and interview. Test-taker copy cannot be accepted as proof of language proficiency. The validity period for these scores is as stated on the Score Sheet.
 - TOEFL/IELTS Test scores obtained from any other test center (Private Language Courses or similar) will not be admissible as proof of language proficiency at the International University of Sarajevo.
 - Students who hold FCE certificate with a minimum grade B2 are exempt from ELS Placement exam and can directly sit for ELS Proficiency exam.
 - (ii) Submits a high school BA/MA diplomas from native English-speaking countries;
 - (iii) Proof of having successfully acquired minimum 60 ECTS at an English medium university, obtained no longer than two (2) academic years before the date of application at IUS (supported by transcript and other relevant documents).
 - (iv) The following high-school diploma holders from Bosnia and Herzegovina and other countries will be exempt from ELS Proficiency Exam. These are English medium programs and their diplomas are internationally recognized:
 - AICE diploma: Cambridge Advanced International Certificate of Education
 - IB diploma:
- iv. Pass Proficiency Exam organized by IUS at the beginning of academic year.

The requirements for admission to the first cycle of IUS study programs are:

- Successful completion of 4 years Bosnian high school or its equivalent from abroad
- English language proficiency that is to be demonstrated by
 - Provision of internationally acceptable certificates (e.g. TOEFL, IELTS), or
 - The successful completion of proficiency exam

Students are ranked on the basis of the high school grades and all the conditions, fees, needed documents and other relevant information are made clear and transparent in a public call. At International Relations study program, available human and physical resources are analyzed and proposals for enrollment quotas are sent to the Faculty Council and forwarded to the Senate who defines the final quotas for the entire

University. The Committee that checks the applications and documents is established at University level and after the submission period, all the applicants are informed of the status of their application.

Applicants from the Republic of Turkey, in addition to the previously mentioned admission criteria, have to pass the undergraduate studies entrance exam with the minimal score set by the appropriate government body in charge of higher education in the Republic of Turkey, or they have to achieve at least 1000 points on the "Scholastic Aptitude Test/Scholastic Assessment Test".

Students transferring from other higher education institutions are required to submit an application for admission (transfer) along with the official certificate on passed courses (transcript) from previous higher education institutions. The request is forwarded to the relevant faculty committee. At the end of the transfer process, the faculty dean will decide on granting the application for transfer.

The persons who lose their student status in accordance with the general acts and The Study Rules at the IUS can reclaim their status under the following conditions:

- The University has available infrastructure and human resources to accommodate re-admitted students without any interruption of regular teaching process and everyday operations of the University;
- The student follows the study program curriculum in current use at the time of re-admission;
- The student has no issues of conflict with the University.

Students who want to regain their student status are required to submit a written request and explanation to the relevant University Authorities. The decision on regaining the student status is made by the dean of the associated faculty.

In addition to general legal conditions, the rights to enroll in the second-cycle study program, candidates must have completed the first cycle of studies, must have achieved 240 credits, and must have completed undergraduate studies according to pre-Bologna system of education.

All candidates who have completed the first cycle of studies and acquired the title of Bachelor in university education in the related fields are eligible to apply for admission to second study cycle programs.

To qualify for admission, students are required to prove that they possess advanced knowledge of the English language by possessing a certain internationally recognized certification, or by successful passing of the proficiency test at the University (Proficiency Exam), in accordance with the general rules of the University. In addition, taking a special test or interview may be required for proving the scientific capabilities for continuation of the second cycle of study.

Ranking of candidates for admission at the second cycle of study is conducted on the basis of the following criteria:

- Results achieved during the first cycle of study.
- Candidate's score at the interview and test which is organized when applying for study program.
- Other criteria determined in the announcement.

When the number of candidates who have met the formal requirements for admission is larger than anticipated number of candidates for admission, preference is given to candidates who have achieved a higher overall grade point average in the previous cycle of study and the score achieved at the interview.

Diploma supplement is designed and prepared according to the instructions provided by the Ministry of Education, Science and Youth of Sarajevo Canton. The issuance of diploma supplement is guaranteed to each student. It is always issued together with the diploma. Package includes:

- Diploma.

- Diploma supplement (Bosnian and English version available).
- Transcript of grades (Bosnian and English version available). Graduates receive a transcript, which contains the titles of the courses attended, the projects completed, and the final (undergraduate) project along with the grades achieved, ECTS credits, grade point average for each semester and the overall grade point average.

3.4.1. Scholarship Policy

IUS awards Academic Scholarships to the first-time incoming freshman students based on their previous high academic achievement. Academic performance is measured through;

- information which students provide in their application for admission to IUS,
- the official examination scores (general state entrance exams in home countries), and
- information found in high school transcript(s).

The reference tuition fee at IUS is EURO 6000 per academic year. Students are offered scholarship ranging from 10% to 100%, all based on their accomplishments. The scholarships are given for faculty years and guaranteed for five years, no matter what students' academic performance will be. If a student does not graduate in five years, the scholarship is fixed at 50%, irrespective of the initial rate.

For Bosnia-Herzegovinian students, every year IUS successfully organizes Scholarship Testing. This testing is not a must, but an opportunity for all Bosnian students, since it is the way in which they obtain scholarship (i.e. discount) for education at our University. In fact, the average scholarship at IUS is very high, over 65% for 2017 entries.

Scholarships are awarded to candidates based on their rank according to the exam, starting from 100% all the way to 40%. Scholarships are given for faculty years and guaranteed for five years, no matter what your academic performance will be.

If a student can't graduate in five years, the scholarship is fixed at 50%, irrespective of the initial rate.

Only full (100%) scholarship students are required to maintain a good level of academic performance, as measured by Cumulative Grade Point Average (CGPA), which is set at a relatively low level of 2,75 out of 4.00. Full scholarship students pay no tuition at English Language School for the first year.

3.4.2. Application and admission process step by step

First Cycle

Step 1: Admission

After the public call for enrollment of new students is being announced, candidates submit documents as listed in public call.

Citizens Of Bosnia And Herzegovina Need To Submit Following Documents:

1. IUS Application Form (download [here](#));
2. Original and certified copies of high school diploma and high school grade reports;
3. Birth certificate;
4. Citizenship certificate;
5. CIPS certificate;
6. Medical report (not older than 6 months);
7. 2 passport size photos;
8. TOEFL or IELTS certificates (optional).

International Citizens Need To Submit Following Documents:

1. IUS Application Form (download [here](#));

2. Original high school diploma with apostil stamp and original high school grade reports (with official translation to Bosnian);
3. Decision on recognizing / equivalency of foreign diploma in Bosnia and Herzegovina;
4. Passport copy not older than 5 years;
5. National ID copy;
6. Criminal record from the country of origin (officially translated to Bosnian language);
7. Medical report (not older than 6 months);
8. 4 passport size photos;
9. TOEFL or IELTS results (optional).

For Turkish students Valid YGS-LYS score (Turkish Assessment, Selection and Placement Center) Exam or an adequate SAT score (necessary during diploma accreditation in Turkey) is required.

Important Remarks

-High school diploma, high school grade reports, and Criminal records have to be translated by the official court translator to Bosnian language, if they are originally in some other language. Translated documents are **to be submitted**, together with all other documents, to IUS Student Affairs Office in Sarajevo (Hrasnička cesta 15, Ilidža), or in Istanbul (Feshane Cd. No. 21 Eyup, Istanbul), **latest by the end of enrollment period** (as announced in the Public Call) for the particular academic year.

-Students cannot begin their study unless they prove their English Language Proficiency. If an applicant does not have TOEFL (paper based-minimum 500 points or internet based minimum 70 points) or IELTS (minimum 6 points) exam, s/he is obliged to take Placement and Proficiency tests at English Language School at University.

-The enrollment procedure for students coming from visa regime countries starts earlier (app. beginning of July). Shall you need more information please do not hesitate to contact Student Affairs Officer for First Cycle of Study, Emina Hadžibegović via e-mail: ehadzibegovic@ius.edu.ba.

Step 2: Study Contract

The first step is to visit IUS Legal department and sign the study contract. When signing the first study contract, presence of both student and parent/caretaker is mandatory. Study contracts are signed for one Academic Year. Therefore, student's duty is to renew their contracts every year.

Step 3: Student ID Card

Once the first step is completed, a candidate visits Student Affairs Office (A building, G.24) to take his/her Student ID card and to get instructions how to access and use IUS Student Information System.

Step 4: Course / ELS Registration

All candidates who pass the English Language Proficiency Exam are obliged to register the courses for the coming semester. During this process, candidates are provided with the assistance from Academic Advisor. Course schedule will be available at IUS website.

Candidates who do not pass English Language Proficiency Exam are automatically registered to English Language School. Therefore, they visit English Language School administration, and find out their section and classroom.

Procedures and Requirements for Admission (Postgraduate)

For entering a graduate program leading to an **M.A. or M.Sc.** degree, corresponding B.A or B.Sc. degree and satisfactory TOEFL or IELTS (or IUS English Language Proficiency Exam), are required.

Applying for Master's Program

Bosnian students need to submit following documents:

- (1) Application form in which applicants must indicate the faculty and study program to which s/he [applies](#)
- (2) Original and certified copy of the diploma for the previous education and Certificate of grades achieved during the studies;
- (3) Official document for recognition of qualification for those who gained high school degree outside of Bosnia and Herzegovina or document showing that recognition procedure has been initiated. In exceptional cases, candidates can be admitted conditionally, before foreign high school recognition procedure is ended;
- (4) Birth Certificate;
- (5) Certificate of Citizenship;
- (6) Motivational letter
- (7) Two photos, size 6x4;
- (8) Health Certificate;
- (9) CIPS certificate.

International students need to submit following documents:

- (1) Application form in which applicants must indicate the faculty and study program to which s/he [applies](#)
- (2) Original and certified copy of the diploma for the previous education and Certificate of grades achieved during the studies;
- (3) Official document for recognition of qualification for those who gained their degree outside of Bosnia and Herzegovina showing that candidates completed education adequate for continuation of studies, or document showing that recognition procedure has been initiated. In exceptional cases, candidates can be admitted conditionally, before foreign qualification recognition procedure is ended;
- (4) Motivational letter
- (5) Passport copy (with validity period of at least two years);
- (6) Two photos, size 6x4;
- (7) Certificate of no criminal record (not older than six months and only for foreign students who are doing residency permit through IUS services);
- (8) Health Certificate (for foreign students who are not doing residency permit through IUS services);

For entering a graduate program leading to **Ph.D.** degree, a corresponding B.A./B.Sc. and M.A./M. Sc. degrees in the similar disciplines, together with satisfactory results in TOEFL or IELTS examinations (or IUS English Language Proficiency Exam), are required.

Applying for Ph.D. Program

Bosnian students need to submit following:

- (1) Original Master's diploma and transcript (with certified copies of the same);
- (2) Copy of Bachelor's diploma and transcript;
- (3) Certified copy of National ID;
- (4) Birth certificate;
- (5) Citizenship certificate;
- (6) CIPS;
- (7) Medical report (not older than 6 months);
- (8) Motivational letter;
- (9) Recommendation letter;
- (10) IUS Application Form - for pre-admission to postgraduate programs (download [here](#));
- (11) 2 passport size pictures; and
- (12) TOEFL or IELTS results (if taken).

International students need to submit following:

- (1) Original Master's diploma and transcript (with official translation to English - if not originally in English);
- (2) Copy of Bachelor's diploma and transcript;
- (3) Passport copy;
- (4) National ID copy;
- (5) Police clearance record (officially translated to English or Bosnian language);
- (6) Medical report (not older than 6 months);
- (7) Motivational letter;
- (8) Recommendation letter;
- (9) IUS Application Form - for pre-admission to postgraduate programs (download [here](#));
- (10) 4 passport size pictures; and
- (11) TOEFL or IELTS results (if taken).

Before admission

Bachelor diploma, transcript, and Police Clearance Record have to be translated by the official court translator to either English or Bosnian Language, if they are originally in some other language. Translated documents are **to be submitted** together with all other documents to IUS Student Affairs Office in Sarajevo (Hrasnička cesta 15), or in Istanbul (Feshane Cd. No. 21 Eyup/ISTANBUL), **latest by the end of official dates for applications** (as announced on the website) for that particular Academic Year.

Those whose bachelor's and master's degrees were obtained outside of Bosnia and Herzegovina (B&H) are required to apply for diploma validation in B&H before applying for Master or Ph.D. program at IUS. Only after their previous diploma has been recognized, they can continue studying in B&H.

Students cannot begin their postgraduate study unless they prove their English Language Proficiency. Therefore, they are required to sit for the English Language Proficiency Exam. However, native speakers of English Language and visiting students, together with those whose prior education was in English and those who possess an internationally recognized certificate of knowledge of English (TOEFL, IELTS, etc.), are not required to take the English Language Proficiency Exam.

All others who do not place themselves in the above mentioned group are required to take the English Placement and Proficiency Exams before the start of Academic Year. Students who pass these exams can start their postgraduate study. Those who fail are registered to the IUS English Language School.

After admission

Step 1

Candidates go to IUS Legal department and sign the study contract, which is renewed each semester. **Only with the contract, candidates become an official IUS student.**

Step 2

Candidates, who successfully pass English Language Proficiency Exam, go to register their courses with Academic Advisor for Postgraduate Studies at respective faculties. Candidates are given advisors' names and Student Affairs Office officers guide them accordingly.

Candidates who do not pass Proficiency Exam and are obliged to spend some time at English Language until they are ready to follow courses in English.

Step 3

At step three enrolled students can now start with their studies. They learn about their schedule from the website's course schedule for that semester. For all schedule uncertainties, students must consult their Academic Advisor for Postgraduate Studies at respective faculties.

Candidates are informed that the standard period for completion of graduate studies leading to M.A. or M.Sc. degree is one year or two semesters (60 ECTS). The standard period for completion of postgraduate studies leading to Ph.D. degree is three years or six semesters (120 ECTS).

3.4.3. Arrangements for academic guidance

After starting the education in IUS, each student is assigned an academic advisor and this advising service lasts until graduation. Student's schedule design at the semester, student's career plan, student's feedback toward program, academic and administrative staff, and internship program are in the academic guidance package. Program and faculty level implementations on academic guidance are regulated by the Senate.

3.5. Student-Centered Learning, Teaching and Assessment

International University of Sarajevo strives, in its full capacity, to realize the quality of all study programs through strict appreciation and implementation of all standards and norms envisaged and set on both national and European level (*see the descriptions of the standards and norms on both levels from **design and approval of programs** mentioned above*). IUS has internalized the emphasis put on the student-centered learning, teaching and assessment policy and directives of the European Higher Education Area. This begins with sharing the standard definition put forward by EHEA in the ECTS Users' Guide:

"Student-Centered Learning (SCL) is a process of qualitative transformation for students and other learners in a learning environment, aimed at enhancing their autonomy and critical ability through an outcome-based approach."¹⁵

IUS strives towards the realization of student-centered Learning (SCL) definitely guarantees the quality of education towards generating highly productive and globally competent graduates in its all study programs. Given this vital foundation the university sets up the conducive environment for the learning, teaching and research. Several mechanisms have been adopted to implement this process in real terms hand in hand with the policy directives incorporated in [the statute of the International University of Sarajevo](#)¹⁶, [the fundamental principles and tools](#)¹⁷ of European Higher Education Area.

First, students are involved in all levels of governance structures of the university, whereby they can exercise their autonomy and critical ability in the decision-making processes. The [Students Parliament of International University of Sarajevo \(SPIUS\)](#) is the highest student representation body in the University which independently debate and propose student's rights and responsibilities. In addition, [based on the decision of SPIUS](#), students send their representative of all the three study cycles in the Senate of the university. This further goes down to the levels of Faculty Council where students have their representative. Students also actively take part in the process of quality assurance activities through their [representatives for each cycle of the Student Parliament of the International University of Sarajevo](#)¹⁸ as stated by [the policy of QAO](#).¹⁹

Second, through different engagements students play active role in proposing changes in the curriculum. The university involves students in all phases of curricula preparation processes to make sure the curricula are widely accepted by the students. Moreover the curriculum development process takes students' [mobility](#) into great consideration. Study programs usually cross-check the corresponding curricula of other higher education institutions to facilitate the exchange programs. Hence [Students can spend one semester at other universities and pass courses which are equivalent to courses prescribed in the curriculum or which are complementary to the study program](#).²⁰

¹⁵ ECTS Users' Guide, page, 15: http://europass.cedefop.europa.eu/sites/default/files/ects-users-guide_en.pdf

¹⁶ See the Statute, on page 36: <https://www.ius.edu.ba/important-documents/statute>

¹⁷ <http://www.ehea.info/pid34437/student-centred-learning.html>

¹⁸ See the decision on the appointment of the members of the QA Office

https://www.ius.edu.ba/common/spius/12SPIUS_decision_E.pdf?iframe=true&width=800&height=650

¹⁹ the QAO policy states at least three representatives represent students in the QA activities, page 1:

https://www.ius.edu.ba/sites/default/files/1a_quality-assurance-office-policy-bot.pdf

²⁰ See IUS catalog on page 12: https://www.ius.edu.ba/sites/default/files/final_ius_first_cycle_catalogue_ay_2017-2018.pdf

Third, this has to do with supportive and inspiring learning environment. Pedagogical innovations and other innovative teaching methods guide the realization of the student-centered learning processes. The traditional method of teaching and learning, such as lecturing- in which the one side is the sole input of the knowledge transfer, is now shrinking and other participatory methods such as, [seminars and workshops](#), presentations, open, [lab performance and experiments](#), simulations visits to (*Embassies, International and Regional Organizations, Companies, Manufacturing Industries, Markets...*), [participations and assignments](#), [tutorials](#), [practical works](#), are widely practiced and are remarkably demonstrating positive changes in students performances and eventually in the outcomes of their assessment. [The book of rules on procedure effective teaching process of the academic staff at IUS](#)²¹ is essentially meant to strictly ensure the realization of the use of different mode of delivery. More importantly these all are in line with the [regulation](#)²² to ensure that the study programs are delivered in a way that encourage students to take an active role in creating the learning process, and that the assessment of students reflects this approach as indicated in the [student assessment procedure](#).²³

Quality Assurance Office is actively engaged in enhancing the quality education that students are getting from the learning-teaching process through different mechanisms such as [survey](#) as internal assessors. Assessors are professionally well aware of the ongoing practices of students' assessment methods are [team organized under the leading role and authorized responsibility of the QA office](#). They take into consideration and strictly follow [the institutionally established and existing procedures](#) to conduct the assessment. In order to facilitate the process the assessors from the QA office publish, [using all possible platforms, such as public notice boards, the university webpage, circular emails, the methods and criteria in advance](#).

[The assessments are contented with](#) relevant points to enable students evaluate if the learning outcomes, which they are familiar with from their syllabi, have been achieved. Eventually students are provided with the response. IUS effectively use [all inclusive rules and policies](#) to ensure the assessment procedure produces the intended positive output in the learning-teaching process. All students are equally offered the opportunity to actively take part in the assessment. [The QA office works on informing all students](#) to always have highest number of participation. The student survey at IUS allows students to voice their opinion on many issues, and provide lecturers with meaningful feedback, and allows IUS to incorporate student voice to facilitate learning. For instance, in January 2017 IUS Student Questionnaire consisted of three parts, and students were given an opportunity to reflect on the course, and to state opinions on things that might have influenced their success. The students assessed the lecturer, the course design and the teaching assistant. Some of the questions the students were the following: The lecturer presented material in ways that assisted my learning; the lecturer provided timely and constructive feedback on assessment tasks; the course was well organized and coordinated to help me learn effectively, etc. The survey was administered by IUS Quality Assurance Office and supported by the IUS Rectorate and management. The survey was conducted in pen and paper by visiting classrooms at the end of semester, before final exams. Please refer to: https://qa.ius.edu.ba/sites/default/files/student_satisfaction_with_the_course_content_ant_the_curricula.pdf

[Students appeal on any concern of theirs](#) can be properly addressed through different procedures, such as consultations, seeking advises from advisors of different professions, writing appeals, and by relevant levels of authorities in the IUS hierarchy. All academic staff is required to have consultation hours for their students. They are also required to allocate time for students' inquiries and help. There is a formal requirement that academic staff must be available for at least 5 hours a week for consultations and this norm is observed. Students can report and evaluate the consultation level through the student survey and Student Centre. All academic staff members use modern electronic communication tools and students have the opportunity to get in touch with staff in this way too. Apart from verbal announcements and official boards, IUS website and student information system are key tools for informing students about important information. A load of other details about events, classes, lectures and important deadlines is available in this electronic system. IR

²¹https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_procedure_effective_teaching_processes_of_the_academic_staff_at_ius_20141.pdf

²²https://www.ius.edu.ba/sites/default/files/book_of_rules_on_procedure_effective_taching_processes_of_the_academic_staff-.pdf

²³https://www.ius.edu.ba/sites/default/files/u666/student_assessment_procedures_-_15.06.11.docx

program, as a good example, is using also social networks, such as Facebook to communicate the most important announcements, news and opportunities for our students. All doors are open to all students to have their voices unconditionally heard.

3.6. Student Progression, Recognition and Certification

IUS, as an International institution and [open to students from all over the world](#), has established an [informed, clear and compatible framework and mechanisms](#) to address the issues related to [student admission, progression](#)²⁴, [recognition](#) and eventually [certification](#).

The University works principally to ensure students mobility [within](#) and across higher education systems and to have fit-for-purpose admission, recognition and completion procedures, particularly when students are mobile within and across higher education systems. This can easily be handled using all instruments that [IUS, institutionally, adopted](#). Hence, [Student transfer from and to IUS](#), academic [exchange programs](#) and [internships](#) (such as [Erasmus +](#), [Mevlana](#)), [project cooperation](#), [business cooperation](#), and some other ways of students' mobility are actively being underway. Faculties and study programs, [International Relations Office \(IRO\)](#) are responsibly handling tasks tied to students' mobility within and across education systems.

In effect, IUS signed [agreements](#) with Erasmus+ partners with more than 54 universities in more than 10 different countries which include the Mevlana Exchange Program Protocols. This helps students have enormous alternatives to practically achieve their mobility.

The University gathers the information by continuously monitoring the students' academic progress and achievements and through surveys among students and alumni. At the end of each semester, students get a chance to provide feedback on the quality of courses and teaching. Based on the survey results, analytical reports are generated which are passed on to the Rectorate and the heads of faculties as a decision base for further action. When looking at the student evaluations of the academic staff within a faculty, including the international relations program, we have noted improvements in the majority of our staff members.

Academic staff members are regularly evaluated by students and institution on a yearly basis in accordance with *The Book of Rules on Evaluation of the Academic Staff Procedures* at the International University of Sarajevo. The evaluation procedure includes evaluation of academic staff members in three main areas:

- Scientific-research work
- Teaching process and work with students
- Other activities

The total score is calculated from the total number of points accrued by adding points for particular areas multiplied by the weight factor. Based on the total of accrued points, work of the academic staff members in three main areas is evaluated as one out of five possible grades:

- Excellent work
- Good work
- Satisfactory work
- Poor work
- Very poor work

The Dean provides his/her comments regarding work of the member of the academic staff who is evaluated by using the evaluation form. Rector's Office processes the information and sets out the score. The results are then sent to Faculties for individual comments to the scores. Academic staff has ten working days to make written objections if there is any missing document or missed contribution points in their scores. Following the settlements of all complaints and objections, the final scores are sent by Rector's Office to the

²⁴ Also see the document on the students' assessment procedures:

https://www.ius.edu.ba/sites/default/files/u666/student_assessment_procedures_-_15.06.11.docx

Deans and the Office of Quality Assurance for their records. Based on the processed data and given a score, the Dean of the Faculty decides on work of the employee.

Academic staff needs are regularly analyzed at Study program level, and the information is forwarded to Faculty Council, Senate and finally to the Board of Trustees for the final review and approval. All the requests for new staff must be elaborated and justified either by the current situation or near prospects. All academic staff members are employed for predetermined time, which corresponds with their academic appointments or working permit in case of foreign staff. Full professors are employed with no predetermined time.

Professional development policy at IUS is regulated through *Program of measures for creation of conditions for the promotion of academic staff*. This document underlines conditions for promotion of academic staff into higher academic titles and also lists other measures which allow professional development of IUS teaching staff such as:

- Financial support for publishing scientific papers, participation of academic staff in conferences, workshops and seminars, and professional development
- Organizing conferences, seminars, lectures.

Financial resources to support research activities and participation in conferences are available for the academic staff. Academic staffs regularly are monetarily compensated for their publications depending on the quality of the publication. Honorariums for such publications range from approximately 167 Euros to 2500 Euros, depending on a quality of the journal, 300 Euros per book and 200 Euros per book chapter. The Academic staff also has the right for financial support for participating in conferences up to 700 Euros per academic year.

3.7. Learning Resources and Student Support

IUS finances and income sources are defined by *IUS Statute*. Income is acquired from: the Founder; tuition fees; scientific research and artistic activities; providing intellectual, scientific, professional and artistic services; non-cyclical study programs; publishing; provision of the verification and equivalence of public documents; copyrights and patents; donations from legal entities and individuals; donations and bequests; administrative or other services in compliance with law, the Statute and other acts of IUS; laboratory activities, centers, institutes, sub-organizational units and other organizational structures of IUS; diagnostic and other professional services; and from other sources in compliance with law and within the registered activities of IUS.

There is 20.508 m² of premises at IUS campus. The infrastructure and facilities are adequate to study programs' requirements. Modern equipment is used in teaching, including a projector for power point presentations and video screenings and a whiteboard in every room. There is campus WIFI network available to both students and staff, IUS Library with reading rooms, computers with internet connections and access to scientific databases. IUS students can also use services offered by the members of the National University Library thanks to the agreement signed with this institution. IUS optimizes and utilizes all the general facilities and space for all the programs. This includes:

3.7.1. Classrooms

There are more than 90 various size class rooms with projector and white board in every room. Special multimedia rooms with speakers and sound effects are available as well. Two design studios and one CNC laboratory are available, as well as one video hall.

3.7.2. Amphitheatres

Five amphitheatres are available for large classes and for public speeches and conferences. One amphitheater is equipped with cabins for simultaneous translation and other multimedia support. The main amphitheater in the building A is equipped with 280 seats, a lectern, a projector, a projection screen, a microphone system and a booth for simultaneous interpretation. This amphitheater is used primarily for conferences and guest lectures. Other two amphitheatres in the A building feature 160 seats each, as well as lecterns, projectors, projection screens and whiteboards, while one of them is also equipped with a surround

sound audio system. Two amphitheatres in the B building of IUS campus feature 153 seats each, projectors, projection screens, lecterns and whiteboards.

3.7.3. Library

The International University of Sarajevo Library is located on the third floor of B building. The library is open from 8:30 till 20:00 to all students. It has a reading room, so the students can borrow the books that they need for their classes. The study room has 20 places with classroom style furniture and wireless network. Also, 5 computers with internet connection are on disposal for students during the working hours of the library. Library fund is processed and catalogued in a program that was developed by IUS IT Department. <https://library.ius.edu.ba/e-resources>

Acquirement of the books is in harmonization with the Faculty programs. Each semester list of the text books needed by professors for their teaching is submitted to the Library Manager who has the obligation to order books. Library has access to the following databases:

- EBSCOHOST
- JSTOR (<http://jstor.org/>)
- BioOne Database,
- World Bank – Global Development Finance (<http://data.worldbank.org/>)
- World Bank-World Development Indicators (<http://data.worldbank.org/>),
- Edward Elgar Products/Journals and Books,
- ASTM Compas Abstract,
- New England Journal of Medicine,
- IOP Science,
- ASOS-Academia Social Science Index (<http://asosindex.com/>),
- Dart Europe E-theses (<http://www.dart-europe.eu/>),
- National Databases of Turkey by ULAKBIM (<http://uvt.ulakbim.gov.tr/uvt/>)

Among other facilities that students and professors can use belong:

3.7.4. Sport Facilities

In order to improve the quality of students' lives on the campus of the International University of Sarajevo and in order to make its sport facilities more attractive one multi-purpose outdoor play ground and one multi-purpose indoor sport hall is available for students use. The Sports Hall (in an enclosed space) is a laminate structure of 425, 90 m², and is at present equipped for basketball and volleyball. It has its own dressing room and showers. The Outdoor Playground (featuring an open space with protective fences), is an asphalt structure with an area of 1920m². It is designed for volleyball, basketball and futsal. It has own lighting system (reflectors). The big football field (Stadium), is composed of grass with an area of 7000m² (100x70m). So far it has been used solely for football. Regarding its other sport facilities, IUS has its own gym where only students and employees of IUS can be members. The gym has its own lockers and showers and offers in total 10 training devices (2 treadmills, weights, bench, 2 machines for complete muscle system, fitness balls).

3.7.5. Print and Copy Center

A copy center is available for students and they can benefit from its services for a reasonable fee, for printing their work and assignment and other services are also provided.

3.7.6. Dormitories

Two large dormitories with canteens are available; one is for male students and one for female students. Students can choose to stay in the dormitories if they wish for a very reasonable fee. <https://www.ius.edu.ba/dormitories>

3.7.7. Institution Physician

A medical doctor serves between 8:30 and 17:00 o'clock during weekdays. All personnel and students can take service free of charge.

3.7.8. Restaurants

There is a large restaurant to cater for all the students and staff at IUS. A number of coffee stands are also installed in order to serve the students and staff during the breaks. The IUS Restaurant occupies 750 m², the restaurant kitchen takes up 450 m², while the Canteens in A and B Buildings each take up 12 m². 14 employees currently work in these restaurants and canteens.

The IUS restaurant provides breakfast for students and teaching staff with eggs, cheeses, sausages with tomato paste, tomato, cucumber, olives, honey, butter and etc. The IUS restaurant also provides lunch and dinner. During lunch and dinner times, the IUS Restaurant serves students different foods such as: beans, meatballs, chicken with different sauces, Bosnian pies, and salad, and etc.

3.7.9. Offices

There is a plenty of space for academic staff of a study program and in general they are located on one floor. The policy is that program coordinators and other Ph.D. holders have their own offices, while assistants and senior assistants share offices. In special cases Ph.D. holders share offices too.

IUS has an open and transparent public policy. On the University level an entire Strategic Plan is publicly announced via IUS web page. Please refer to *IUS Strategic Plan 2016-2020*. <https://scc.ius.edu.ba/important-documents/ius-strategy>

3.7.10. Meeting Room and Kitchen

Every floor of IUS building has a meeting room and a kitchen.

3.7.11. Students' Clubs

Students can participate in various activities mainly via students clubs that provide possibility to learn more, share knowledge, make friends etc. Student Clubs provide forums for discussion and opportunities for action, and they promote students' leadership and business skills via consulting engagements, workshops, roundtables and conferences. Student club advisers who are members of academic staff are assigned to all students' clubs. The role of Student Club Advisor is to:

- Take an active role in advising the student club.
- Know the general purpose of the student club and be familiar with all requirements outlined in the club's constitution.
- Meet with the student club's president on a regular basis and discuss student club plans.
- Offer guidance to the student club on goal setting, organization management, program planning and group evaluation.

All facilities at IUS are designed to be accessible with wheelchair. Classrooms and administrative offices are appropriately labeled for blind and visually impaired students. The IUS library also contains books that are printed in Braille letter. https://www.ius.edu.ba/sites/default/files/final_ius_first_cycle_catalogue_ay_2017-2018.pdf.16.

The students and staff enjoy the comfort of new and modern buildings, excellent infrastructure and state of the art hardware equipment and software. IUS continuously invest in improvement of its physical resources. IUS optimizes and utilizes all the general facilities and space for all study programs. The details of rooms and technical facilities are given below:

3.7.12. IT Network and Communication System

To support the highest standards in educational process, from the early beginning, International University of Sarajevo has established modern and flexible IT Network and Communication System with professional core network equipment based on HP ProLiant Servers, Cisco/HP Procurve Layer 2/Layer 3 and PoESwitches, Firewall and Routers, Cisco VoIP Phone System and high bandwidth (100Mbps) permanent Internet connection with wireless Internet access within the IUS Campus facilities. Interconnection within the IUS Campus has been done by high performance optical and Cat 7 UTP/FTP cables. There are 350 Client Computers, 70 Network and Desktop Printers, 1 A0 Plotter, 2 A3/A4 Color Printers, 5 Copy/Print machines and over 135 Cisco VoIP Phones.

- Network and communication applications and services

“ius.edu.ba” domain, E-mail, FTP, Students Information System, Library Management System, Web Site, E-learning System and other applications are hosted within the IUS network system and equipment. IUS has permanent Internet connection available to all its computers and professional wireless system to support wireless Internet access within the campus area. Throughout semester all computer labs, which have permanent Internet connection, are continuously opened to our students to support their learning and researching activities. Improving the Internet bandwidth and wireless system are also very important activity continuously coordinated between management and IUS IT Center.

- Microsoft

The University signed Campus Agreement with Microsoft Company which make us the fully licensed for using their products within our educational process (Microsoft Windows XP/Vista/7/8, MS Office 2003/7/10, Windows Server 2008, MS SQL Server and so on). IUS has joined Microsoft Live EDU program and all our students have their Live ID account with web based outlook e-mails system (students.ius.edu.ba) which offer our students 20GB of hard disk space for their documents and files.

3.7.13. Computer Labs

Three well-equipped and high-performance computer labs with 75 desktop computers with installed software which is either fully licensed or open source.

- Technical laboratories
 - General purpose laboratory being equipped with;
 - 15 oscilloscopes,
 - 15 function generators,
 - 15 power supplies,
 - 7 PLC units, and
 - 15 FPGA boards and many more equipment that are used for practical classes.
 - 2nd generation GSM laboratory
 - for research and practical course work
 - Complex systems lab
 - With a specific workstation and 6 desktop computers, and large number of data acquisition cards and kits for various purposes from National Instruments.
 - Smart grid laboratory
 - with 10 protective relays: line and transformer protection
 - Basic Physics laboratory
 - Access to CNC machine, laser cutter and 3D printer.

3.7.14. Student Information System (UNIPA)

SIS (UNIPA) software, a centralized student information system, enables IUS and Study Programs to monitor their activities related to students and study programs implementation. Apart from earlier described UNIPA features (i.e., documents issuance, transcripts, various certificates, diploma, diploma supplements, etc.,

grading and records maintenance, finance issues control, etc.), it also enables collection of different data related to students, such as:

- Student progression and success rates
- Profile of the student population (e.g. age, gender, nationality, education background)
- Number of students in each study program based on study year
- Number of students graduated each year
- Average grade in each study program
- Average duration of study in each study program
- Drop offs, student transfers, etc.
- Student status
- Percentage of graduates per each generation

All these data are further analyzed at different levels and the measures taken are followed up. Apart from the information mentioned above, IUS/SP collects different types of information via various surveys, such as:

- Student satisfaction with the courses content and the curricula
- Students evaluation of teachers and teaching methods
- Students' satisfaction with the resources available to them (Library, Student Affairs Office, etc.)
- Alumni/employment satisfaction surveys
- Post-exchange student/teacher survey
- Survey on Strategic Plan.

All these data are further analyzed at different levels and the measures taken are followed up.

https://qa.ius.edu.ba/sites/default/files/students_satisfaction_with_the_resources_available_to_them.pdf

3.7.15. The Career Center

The Career Center of IUS (<https://careercenter.ius.edu.ba/en>) guides students towards their career and employment. The Center also helps students to gain work experience during their study as to prepare them for the successful transition to the next level of career development after graduation or acceptance into a graduate school program. Therefore, the vision and strategy of the Career Center is to become a “mediator” between students, employers, alumni and academic staff. Together, the goal is to connect and collaborate in an environment where trust and influence will lead to opportunity and success. With staff dedicated to build, enhance and strengthen the relationships the Career Center will continue to facilitate a meaningful exchange of information, ideas and opportunities for IUS students/graduates.

The mission of the Career Center is to empower its students to reflect on their own talents and experiences, explore career options and proactively work towards achieving their first-choice post-graduation employment opportunities or to be accepted into a graduate school program. The Career Center works directly with students to provide them with a range of high value career-focused services and connect them to necessary resources, partners and networks. Together with our valued partners, employers, alumni and experienced university personnel, Career Center encourages and enables students to make well-informed and deliberate career choices and lead meaningful professional lives.

The report for following the career success of graduates is conducted with the following methods:

- Database with main contact information and graduate programs, obtained from the Students Affairs Office;
- Follow up Survey Form, sent to student's emails from the database;
- Career Center LinkedIn profile; and
- Contact via phone

The following table represents important statistical data (Report until January, 2018):

Table 3.1. Total Number of Graduates for Whom Complete Information is Available as of December 2017

Total number of graduates until 2017	Total	B&H	Turkey	Other Countries*
		1279	472	739

Obtained complete information	673	359	289	25
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*Balkan countries, Australia, Egypt, Ghana, UK, Indonesia, Iran, Jordan, Kenya, Norway, USA, Switzerland, Syria, Pakistan, Palestine, etc.

Table 3.2. Total Number of Employed Graduates According to Countries

	Total	B&H	Turkey	Other Countries*
Total number of employed	537	261	256	20
Number for which employment information is not available	136	98	33	5

Most of the employed students, 259 have found jobs in B&H, 188 in Turkey, and 43 in other foreign countries. According to collected data, countries where our graduates find their job opportunities are: Turkey, B&H, USA, Germany, Saudi Arabia, Italy, Austria, Denmark, France, Finland, Croatia, Serbia, Montenegro, Sweden, Norway, Kuwait, Indonesia, Netherlands, Sudan, Spain, etc.

Table 3.3. Employment of Graduates According to the Sector

Private Sector	Education	IT	Governmental Sector	Electrical and Electronic, Manufacturing	Transportation	Health Sector	Banking	Other Sectors*
109	103	63	31	23	23	21	17	147

*Energy Sector, Graphic Design, Media, Industry, NGOs, Marketing and Advertising, Telecommunication, Tourism, etc.

Table 3.4. Total Number of Graduates Who Continued Further Studies

Graduates who continued further studies	Total	MA	Ph.D.	Bosnia	Other countries
	201	176	25	152 (103 at IUS)	49

Feedback of relevant information

Feedback of relevant information

The reports collected are further discussed and analyzed and serve as the basis for future activities at different levels, from the course, Study Program to at Faculty/Department and university levels. The student surveys are further used:

- by the Senior Leadership as an indicator of progress;
- for an annual process of assessment of academic staff;
- to inform future assessment of the Study Program;
- by the Senate and Faculty Councils and formally adopted by these bodies;
- as input data for self-evaluation processes.

This feedback policy ensures that any identified deficiency can be properly tackled and resolved by the most competent agents. Students are informed about the results of student surveys via its representatives in university governance bodies such as Senate, Faculty QA Team and Faculty Council. The established QA structures, procedures and practices, enable collection of objective data that are used for analyses resulting in feasible measures for improvements.

3.8. Evaluation and Assessment Methods

Student assessment at the university is regulated by the *Study Rules*. It defines the process of student assessment as well as an appeal process. Students are awarded ECTS credits upon successful completion of

each course. Assessment is a continuous process and it includes, but is not limited to, written exams, oral exams, practical work, seminar papers, tests, quizzes, student presentations, etc. Assessment methods for each course are announced at the beginning of the semester. Besides, the evaluation and the weight of each method are clarified for students in the course syllabus. The grading scale for each course is in accordance to the law and is as follows:

Table 3.5. Grading System in Bosnia and Herzegovina

Letter grade by B&H Law on Higher Education	Points assigned to grades by Law on Higher Education	Percentage Equivalent	Description
A	10	95-100	exceptional achievement, without errors, or with minimal errors
B	9	85-94	above average achievement, with a few errors
C	8	75-84	average achievement, with noticeable errors
D	7	65-74	generally good achievement, with significant imperfections
E	6	55-64	meets minimal criteria for achievement
F, FX	5	Less than 55	Does not meet minimal criteria

Besides this table scale, conversion table scale is also used. It helps our students because they can easily apply to many other universities that use European or American grading systems.

Since the law did not allow the usual letter grading system with a conditional pass, typically represented by the symbols C-, D+ and D (or DC and DD), IUS management took a decision in the past to continue the use of letter symbols by adjusting them to the Law. This created a problem as they defined the lowest passing grade as D with a coefficient of 1.0. But, because the Law did not allow conditional pass, it became possible to pass courses with a D grade and to graduate, that resulted in many IUS graduates having a CGPA below 2.0, which does not reflect their true performance level, and puts them at a disadvantage when they apply for graduate programs elsewhere.

To solve this problem, the letter grade symbols have been redesigned effective spring 2018 to make them in par with the real letter grading system, so that on student can graduate with a CGPA below 2.0.

Table 3.6. Letter Grading Symbols at IUS, Old and New

Current Aggregated Marks Interval	Current IUS Letter Grade	New Interval	New Letter Grade (*)	IUS GRADE COEFFICIENT	ECTS
0 - 54	F	0 - 44	F	0.0	F
		45 - 54	E	1.0	
55 - 64	D	55 - 64	C	2.0	E
65 - 69	D+	65 - 69	C+	2.3	D
70 - 74	C-	70 - 74	B-	2.7	
75 - 77	C	75 - 80	B	3.0	C
78 - 80	C+		B+		
81 - 84	B-	81 - 84	B+	3.3	
85 - 87	B	85 - 94	A-	3.7	B
88 - 90	B+				

91 - 94	A-				
95 - 100	A	95 - 100	A	4.0	A

(*) This new letter grading system will be in effect starting spring 2018.

In the new system E is still a failing grade, but the student can take the following course in case of a pre-requisite.

Students' academic work is evaluated using a variety of assessment methods. These assessment methods are related to the learning outcomes of each course, ensuring a fair overall grade throughout the semester and taking into account the final assessment at the end of each course. This gives ample opportunities to students to improve specific skills and retain core knowledge in a manner that is consistent with the demands of the program, and allows each academic staff member to exercise a fair, balanced and professional judgment on the achievement of his/her students.

Time spent on teaching and working with students can take several forms, but it usually involves a combination of the following teaching methods such as lectures, Individual or group written assignments and presentations and project work.

3.9. Teaching Staff

The Canton Sarajevo Standards, among others, stipulate the obligation of higher education institutions to provide teachers and associates who will successfully and in accordance with the curriculum implement established program. It is necessary that at least 2/3 of the professors, assistants or other associates must be employed full-time at the University, and the rest of the academic staff can be engaged from the similar scientific environments or from the visiting professors.

Human resources management is handled primarily at the faculty and the university levels. This domain is regulated by the law as well as the *University statute* and other regulations which define criteria and the procedure itself. In order to get an academic appointment, all legal and institutional criteria with regard to qualifications and academic background must be met. Academic staff can be employed only through a public call and duly completed the procedure, paying attention to the quality, experience and scientific/artistic profile of the applicants. A committee checks the applications and review submitted supporting documents, prepares a shortlist and invites candidates who have no experience in teaching at the university level to deliver an introductory lecture for the evaluation purpose. The final decision is brought by Senate voting.

There is a universal workload policy, based on the relevant standards and norms and teaching staff at IUS is supposed to teach maximum 12 hours per week and to spend the rest of their working time in other activities, primarily student consultations, research and administrative duties. Several members are also holding administrative positions, so their teaching workload is limited. This situation is compensated by collaboration with other departments and faculties' academic staff, mainly by cooperation with the Department of Political Science. Academic staff from other programs covers courses from areas such as Economics, History, Law and university courses.

A sufficient number of teaching and research staff, with adequate vocational experience is available at IUS. Hired through transparent recruitment procedures (see below) IUS staff members are given opportunity to continually work on their professional development.

Job vacancies are publicly announced on institutional and in daily newspapers some more [advertisement platforms in the internet](#). Entire selection procedure is transparent.

[Human resources office](#)'s work enables such transparency, and its aim is to give both current and prospective employees easy access to the full range of the information, guidelines, proper directions, services and help in all other business matters.

Human resources management is handled primarily at the faculty and the university levels. This domain is regulated by the law as well as the *University statute* (<https://www.ius.edu.ba/important-documents/statute>) and other regulations which define criteria and the procedure itself. In order to get an academic appointment, all legal and institutional criteria with regard to qualifications and academic background must be satisfied. Academic staff can be employed only through a public call and duly completed the procedure, paying attention to the quality, experience and scientific/artistic profile of the applicants. A committee checks the applications and review submitted supporting documents, prepares a shortlist and invites candidates who have no experience in teaching at the university level to deliver an introductory lecture for the evaluation purpose. Committee submits its recommendation for appointment to the faculty council. Faculty council adopts the proposal for the appointment and sends it to the Senate for the final adoption. The final decision is brought by Senate voting.

The professional development policy at IUS is regulated through Program of measures for creation of conditions for promotion of academic staff. This document underlines conditions for promotion of academic staff into higher academic titles and also lists other measures which allow professional development of IUS teaching staff. Hiring process, duties and responsibilities, appointments, promotions, workloads and evaluations of academic staff are regulated by Law, Statute and rulebooks.

IUS employee who wishes to enroll into IUS study programs is entitled to employee discount on tuition fees. <https://hr.ius.edu.ba/employee-services/education-support>

Academic staff members are regularly evaluated by students and institution on a yearly basis in accordance with *The Book of Rules on Evaluation of the Academic Staff Procedures* (https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_evaluation_of_the_academic_staff_final1.pdf) at the International University of Sarajevo. The evaluation procedure includes evaluation of academic staff members in three main areas:

- Scientific-research work
- Teaching process and work with students
- Other activities

Through its mission, vision and strategic plan, IUS supports the professional development of its teaching and research staff. Human resource development and further staff education are implemented by some of the following means: IUS organizes conferences and seminars, lectures given by distinguished keynote speakers and experts.

IUS provides a financial support for: (1) publishing scientific papers in science citation indexed journals; (2) participation of academic staff in conferences, workshops and seminars regulated by the *Book of Rule on Incentives Policy and Financial Support for Book Publishing, Conference Participation, and Professional Development*. <https://www.ius.edu.ba/sites/default/files/forms/doc00608120171019082504.pdf>

3.10. International Cooperation

International cooperation is realized primarily at the university level. However, it also reflects proposals of the study program. The International Relations Office (IRO) is the official department of the International University of Sarajevo primarily in charge of promoting and facilitates mobility of students, academic and administrative staffs of the IUS and other higher education institutions in the world and implementing the internationalization policy of IUS. IRO activities especially focus on encouraging the international exchange of students, academics, non-academic staff and researchers. One of the University's main aims is to strengthen our relations with prestigious universities from the European Union, Turkey, prestigious universities from the Middle East, Far East, and North America. The Erasmus+ Program is the most efficient way to reach this goal in Europe and Turkey.

Because the IUS, as an educational institution in Bosnia and Herzegovina, has the right to participate in the Erasmus+ Program only as a Partner country institution, with limited rights, one of the ways that we could access the Erasmus+ Program is joining the projects with the EU countries. Consequently, during the past

year, IRO has been working to establish the cooperation with European countries and Turkey through Erasmus+ inter-institutional agreements. At the present, more than 50% of the new international partners of IUS are formed within the scope of Erasmus+ Exchange Program. More detailed information is available on the website of the International Relations Office: [https](https://iro.ius.edu.ba/)

IUS has achieved exceptional results in the field of academic cooperation and mobility of students and staff who participated in the exchange programs in Europe and other parts of the world. With the coordination of IRO, the number of exchanges has nearly tripled, compared to the last year's results. In 2016/17 academic year, 191 incoming and outgoing participants were on exchange. Most students went abroad through the Erasmus + and Mevlana programs or based on Memorandum of Cooperation IUS had previously signed with partner universities abroad. The selected students acquired scholarships for higher education programs, for one or two semesters, at reputable universities in Turkey, France, Germany, Ireland, Italy, Portugal, Poland, Slovakia, Lithuania, Latvia, Estonia, Romania, Morocco, and many other countries around the world. More detailed information is available on the website of the International Relations Office: <https://iro.ius.edu.ba/>

3.10.1. Exchange

Table 3.7. Exchange performance (Staff & Students)

Number of incoming and outgoing participants on exchange in Academic year 2016/2017	Erasmus + mobility projects realized until now	Number of new agreements signed
<u>191</u>	<u>28</u>	<u>35 in total = 12 Erasmus + 18 MoU + 5 Mevlana protocols</u>

3.10.2. Memorandum of Understanding (MoU)

	Country	Number of universities/centers/institutions/foundations
1.	Albania	1
2.	Australia	1
3.	Bosnia and Herzegovina	5
4.	Croatia	1
5.	Cyprus	2
6.	France	1
7.	Germany	1
8.	Hungary	1
9.	Iran	1
10.	Italy	1
11.	Latvia	1
12.	Libya	1
13.	Macedonia	2
14.	Malaysia	3
15.	Montenegro	1
16.	Pakistan	4
17.	Poland	1
18.	Portugal	1
19.	Romania	1
20.	Serbia	1
21.	Slovakia	1

	Country	Number of universities/centers/ institutions/foundations
22.	Slovenia	1
23.	Turkey	46
24.	Ukraine	1
25.	USA	2
	Total	82

3.11. Cooperation with the Business World

Table 3.8. IUSLife - Programs (Adult Education)

#	Name of the Courses	Group / Individual	Cooperation With
1	CNC Course	14 groups	Wood Processing, Furniture, Metal Industry
2	Bosnian Language Course (group and individual)	10 groups / 2 individuals	Embassies, Military Camp Butmir, NATO Military Base, Individuals
3	English Language Course (ELS/groups/individuals)	12 groups / 16 individuals	Foreign and Bosnian Citizens
4	Turkish Language Course	4 groups	IUS Students/ Public
5	Osmanlica Language Course (free of charge)	1 group	IUS Students
6	French Language Course	1 group	French Institute /IUS Students/ Public
7	Arabic Language Course	3 groups	King Fahd Center / IUS Students/ Public
8	Sales Academy	2 groups	FMCG Industry
9	Real Estate Academy by IVS	2 groups	Real Estate / Banking Industry
10	Microcontrollers course (free of charge - supported by TIKA)	1 group	Public
11	Microcontrollers course	2 groups	IUS Students
12	SolidWorks (free of charge-supported by TIKA)	1 group	Public
13	AutoCad 2D/3D	1 group	Public
14	3D Studio Max	3 groups	Public
15	SAP / ERP	1 group	IUS Students/ Public
16	Quantitative Methods for Business management	1 group	Experts In Field /IUS Students
17	Entrepreneurship	4 groups	IUS Students/ Public
18	Leadership	3 groups	IUS Students/ Public
19	Project Management	1 group	IUS Students/ Public
20	Decoupage	1 group	TUGRA / Public
21	Termography	1 group	MICOM / Public
#	Seminars	Group / Individual	Cooperation With
1	Japanese Language seminar	1 group	Japanese Embassy / Public
2	German Language seminar	1 group	Goethe Institute / Public
3	English Language seminar	2 groups	King Fahd Center Mostar / Public
4	Self Defense seminar	1 group	Sport Club / IUS Students
5	Jitasa (accounting seminar)	1 group	Jitasa / Public
6	Young Banker seminar	1 group	Procredit Bank / IUS Students
7	IT courses for IUS staff	2 groups	IUS IT / IUS Staff

8	Sales management seminar	1 group	IUS Students
9	Six sigma seminar	1 group	IUS Students
10	Business plan competition	1 group	BBI Bank / IUS Students
11	Psychology seminar	1 group	Experts In Field /IUS Students
12	Hearing Voices seminar	1 group	Experts In Field /IUS Students
13	Mental Health seminar	1 group	Experts In Field /IUS Students
14	Dyslexia seminar	1 group	Experts In Field /IUS Students
15	Givens approach seminar	1 group	Experts In Field /IUS Students
16	New perspective seminar	1 group	Experts In Field /IUS Students
17	Substance abuse seminar	1 group	Experts In Field /IUS Students
#	Workshops	Group / Individual	Cooperation With
1	Poetry workshop	1 group	Experts In Field /IUS Students
2	Photography workshop	4 groups	Prof Komunikacije / Experts In Field / IUS Students
#	IUS Life - Participations to projects	Group / Individual	Cooperation With
1	Positioning Level V in BiH	2 years project	EU
2	Moja praksa	2 years project	USAID
3	Work Ready Now	2 years project	USAID
4	CAS / CNC / TOT	6 months	Prilika Plus / University Of Applied Science Bern
5	Congress of female entrepreneurship / Southeast Europe	presentation	Virt. Enterp. Center Zagreb, Croatia
6	Virtual Carrier days	presentation	Regional Network / B&H / Croatia /Serbia

3.12. Project-Based Cooperation

Table 3.9. Projects

#	Status	Title	Funding organization / government / company	Start	End
1	Ongoing	<u>“Personalized Therapy and Genetic Testing: Perspectives in Biomedicine and Bioethics”</u>	Council of Ministers BH/ Ministry of Civil Affairs of Bosnia and Herzegovina	Sep,2016	Dec,2017
2	Ongoing	<u>Geçmişle Yüzleşme ve Geçiş Dönemi Adaleti</u>	Yurtdışı Türkler ve Akraba Topluluklar Başkanlığı (YTB)	Jun,2016	Aug,2016
3	Ongoing	<u>Horizon 2020 - Systemic Action for Gender Equality</u>	European Commission	May,2016	Aug,2019
4	Pending	<u>Workshop for Western Blot methods (GBE labs)</u>	Sigma Aldrich	May,2016	
5	Completed	<u>B&H's Commercial and Economic Relations with Turkey: Status of B&H Economy and Recommendations for the Future</u>	IUS	Mar,2016	May,2016

#	Status	Title	Funding organization / government / company	Start ▼	End
6	Ongoing	<u>“Genetic testing and personalized therapy: Perspectives in biomedicine and ethics”, 2015-2016</u>	Council of Ministers of Bosnia and Herzegovina/ Ministry of Civil Affairs BH	Jan,2016	Mar,2017
7	Ongoing	<u>Siemens Smart-Grid Laboratory</u>	Siemens AG, Humboldtstr. 59, 90459 Nuremberg, Germany	Nov,2015	Mar,2019
8	Completed	<u>Boot Camp / GAAP /General American Accounting Principles for NGO</u>	JITASA, USA	Nov,2015	Dec,2015
9	Completed	<u>German Language Courses</u>	Goethe Institute	Oct,2015	Dec,2015
10	Completed	<u>Genetic characterization and stress evaluation of autochthonous variety of pepper and onion from Herzegovina region</u>	UNDP	Sep,2015	Nov,2015
11	Completed	<u>Turkish for teachers in school (ISA-BEG ISHAKOVIĆ PRIMARY SCHOOL)</u>	IUS LIFE	Sep,2015	Dec,2015
12	Ongoing	<u>Fault Location and Classification using Transient Data</u>	Siemens AG, Germany	Sep,2015	Sep,2017
13	Ongoing	<u>Heritage at War in the Mediterranean Region</u>	The Urban Observatory within the Department of Contemporary Studies of IFPO	Jun,2015	Jun,2017
14	Pending	<u>Application for EU / IPA 2 Fund</u>	EU / IPA 2	Jun,2015	
15	Completed	<u>Bosnian for foreigners (in house program)</u>	IUS LIFE	May,2015	May,2015
16	Completed	<u>Understanding „Compact for Growth and Jobs“</u>	EU Delegation	May,2015	Jul,2015
17	Completed	<u>Bosnia StartUp Cup</u>	Gillani Consulting Group	Apr,2015	Oct,2015
18	Completed	<u>Bit Camp (Net and Java Android Development)</u>	BIT Camp	Apr,2015	Nov,2015
19	Pending	<u>Material Laboratory</u>	TIKA	Apr,2015	
20	Completed	<u>IUS Business Plan</u>	Sarajevo Business Forum	Mar,2015	Apr,2015
21	Completed	<u>Lecture on Fundraising for NGOs</u>	IUS	Mar,2015	Mar,2015
22	Ongoing	<u>geekFEST2015</u>	IUS, USAID, IT companies	Feb,2015	Jul,2015
23	Ongoing	<u>Heritage at War in the Mediterranean Region</u>	Agence Universitaire de la Francophonie	Jan,2015	Dec,2017
24	Pending	<u>Food safety laboratory</u>	TIKA	Jan,2015	
25	Ongoing	<u>European Network of Investigators Triggering Exploratory Research on Myeloid Regulatory Cells (Myc-EUNITER)</u>	EU commission	Nov,2014	Nov,2018

#	Status	Title	Funding organization / government / company	Start ▼	End
26	Ongoing	<u>Engendering Forced Migration, Socio-Political Transition and Mental Health in BiH, Serbia and Kosovo</u>	Swiss agency for development and cooperation (SDC)	Sep,2014	Dec,2016
27	Completed	<u>WWI, the Ottoman Empire, and the Balkans International Conference</u>	International University of Sarajevo, Istanbul Zaim University	Sep,2014	Sep,2014
28	Completed	<u>2014 Summer School "Cross Continental - Interethnic Relations for Peace"</u>	International University of Sarajevo	Jun,2014	Jun,2014
29	Completed	<u>Summer school of innovation - geekFEST2013</u>	Ministry of Civil Affairs of Bosnia and Herzegovina	Jun,2014	Jun,2014
30	Ongoing	<u>Aggressive behavior in children in BiH</u>	government, company	Jun,2014	Dec,2016
31	Completed	<u>Green Day Recycling Project</u>	International University of Sarajevo	May,2014	Oct,2014
32	Completed	<u>Workshop "Sit in my chair"- designing a barrier-free environment for people with disabilities</u>	/	May,2014	May,2014
33	Completed	<u>Linnaeus Palme Exchange - Planning Trip</u>	Linnaeus Palme - Swedish Exchange Programme	Apr,2014	Oct,2014
34	Ongoing	<u>Summer school of innovation - geekFEST2014</u>	Sarajevo IT companies and USAID	Apr,2014	Jul,2014
35	Ongoing	<u>MSc thesis research</u>	IUS	Mar,2014	Apr,2016
36	Completed	<u>MSc thesis research projects</u>	IUS	Mar,2014	Apr,2015
37	Ongoing	<u>Partnership for innovation</u>	United States of America International Development (USAID) agency	Mar,2014	Jun,2016
38	Completed	<u>GSM Laboratory</u>	IUS	Jan,2014	Sep,2014
39	Ongoing	<u>-"Citizen's Health through public-private Initiatives: Public health, Market and Ethical perspectives (CHIP ME)"</u>	EU Commission	Nov,2013	Nov,2017
40	Completed	<u>13th Golden Helix Pharmacogenomics Symposium</u>	Roche, Berlin-Chemie, Micro+Polo	Oct,2013	Jun,2014
41	Ongoing	<u>Three-phase state estimation for smart grid distribution networks</u>	Siemens AG, Humboldtstr. 59, 90459 Nuremberg, Germany	Oct,2013	Sep,2015
42	Completed	<u>Building Bridges Through Increased Economic Understanding</u>	US Government Special Fund	Jul,2013	Dec,2015
43	Ongoing	<u>Positioning Level V Qualification in BiH</u>	EU Delegation to BiH	Jun,2013	Jun,2015
44	Ongoing	<u>The project Voices from Srebrenica Young people look back</u>	Fritt Ord Fondation	Jun,2013	Jun,2015

#	Status	Title	Funding organization / government / company	Start ▼	End
45	Ongoing	<u>Positioning Level V Qualification in BiH, Delegation of European Union</u>	Delegation of the European Union to Bosnia and Herzegovina	Jun,2013	Jun,2015
46	Ongoing	<u>Expression of outer membrane protein (omp16) from Brucella abortus in Arabidopsis thaliana</u>	IUS	May,2013	May,2016
47	Ongoing	<u>Gender, Science, Technology and Environment - genderSTE</u>	EU	Nov,2012	Nov,2016
48	Ongoing	<u>European network for development of electroporation-based technologies and treatments (EP4Bio2Med)</u>	EU commission	Jun,2012	Jun,2016
49	Ongoing	<u>An integrated systems approach to determine the developmental mechanisms controlling fleshy fruit quality in tomato and grapevine</u>	EU	Apr,2012	Apr,2016
50	Completed	<u>Dot-Com Valuation</u>	The Czech Science Foundation	Jan,2012	Jul,2016
51	Ongoing	<u>Endophytes in Biotechnology and Agriculture</u>	EU	Dec,2011	Dec,2015
52	Ongoing	<u>The digital capture, storage, transmission and display of real-world lighting (HDRi)</u>	EU	May,2011	May,2015
53	Completed	<u>Mineral-improved crop production for healthy food and feed</u>	EU, International University of Sarajevo	Apr,2010	Apr,2014

4. RESEARCH AND DEVELOPMENT

4.1. Research Strategy and Targets

4.1.1. Policy for Research activities

Certainly all good higher education focus on research, therefore, the research at IUS is at the core among all its activities. In the strategic plan of the institution, the excellence of research as a strategic goal has the same priority as the excellence in faculties, and the excellence in education. Refer to [strategic plan of IUS](#) part 6.²⁵

4.1.2. Research Targets and Periodical Review Mechanisms and Tools

The research targets are defined on both institutional and study program levels. On institutional level, research targets focus on holistic approach and guidelines. Those would ensure that the study program level targets could be achieved. Refer to [strategic plan of IUS](#) part 6.²⁵

Research targets on study program level take into consideration the profile of the academic professionals, the amount and type of research needed for local and regional projects, and the global trends and cutting edge research fields. The technological research at IUS focuses on topics such as energy, software and algorithms development as well as bioengineering and others. In socio-political fields, the research topics include trends in international relations, transition and transitional laws, small business and economy. These research areas and targets are influenced by the local and regional needs as well as global trends. One impact factor on the type of local and regional research is the Balkan wars in the 1990s. The final outcomes of those wars still have consequences and are reflected in various economic, social and educational areas in the region. Hence, the research topics that reflect this are considered influential and important.

In terms of monitoring the progress of research, IUS has various mechanisms. Those include: research steering committee, research and development center²⁶, project management office²⁷, financial department²⁸, the book of rules on publications²⁹, and the book of rules on promotion³⁰.

The monitoring and evaluation procedures of research activities are used to ensure that research activities are within the research targets of IUS, to ensure sufficient and efficient funding, and for both promotion of academic professionals and promotion of IUS.

4.1.3. Institutional Research Strategy and Its Connections to Local, Regional and National Development Targets

IUS links research strategies, activities and outcomes to local, regional and national development objectives. This can be seen through IUS's emphasis on the collaboration of study program with local, regional and national industries in research related fields. The establishment of different centers related to research at IUS assures the goal of having research activities and projects related to graduate study programs, and connected to local, regional and global projects. Besides the previously mentioned centers, other centers that influence projects and research at IUS are: Balkan study center³¹, lifelong learning center³² and leadership and Leadership and Entrepreneurship Center³³. Apart from the excellence in research, the strategic goals of IUS research activities are: connecting research to education, connecting research to mobility and connecting research with industry. The following matrix summarizes the research goals and their connection to development targets.

²⁵<https://www.ius.edu.ba/important-documents/ius-strategy>

²⁶<https://research.ius.edu.ba>

²⁷<https://pmo.ius.edu.ba>

²⁸<https://finance.ius.edu.ba>

²⁹https://www.ius.edu.ba/sites/default/files/book_of_rules_on_publishing_activities_at_ius_002-2016.pdf

³⁰IUS statute part thirteen – appointments to academic titles <https://www.ius.edu.ba/important-documents/statute>

³¹<https://bsc.ius.edu.ba>

³²<https://life.ius.edu.ba/en>

³³<https://lec.ius.edu.ba>

Table 4.1. Strategic Goals and Their Relation to Development Objectives

	Local	Regional	National	Global
Excellence in research	√	√	√	
Research and Education	√	√	√	√
Research and mobility		√		√
Research and industry	√	√	√	√

Examples of projects on different levels of collaboration include the following: Memorandum of collaboration with Bosnalijek³⁴, Siemens projects³⁵, EU projects³⁶.

4.1.4. Incentive Policy to Take Socio-Economic - Cultural Environment into Consideration in Research

The promotion of research activities and research outcomes are very important for the sustainability of research, the attraction of new research projects and researchers. Hence, IUS promotes research activities through various mechanisms. One mechanism is the involvement of various centers mentioned previously. Another front for promoting research activities include the periodicals published by IUS, those include: Journal of the Faculty of Arts and Social Sciences³⁷, Periodicals of Engineering and Natural Sciences³⁸, Southeast Europe Journal of Soft Computing³⁹ and Sarajevo Journal of Social Sciences⁴⁰. The third front of promoting research is the annual or bi-annual conferences. IUS organizes a number of conferences where IUS researchers and researchers from the region alongside others from all over the world participate and discuss their projects⁴¹.

4.1.5. Compatibility of the Institution's Existing Research Activities with Its Specified Goals

IUS clearly defines research and research activities. Publications in certain journals and publications in conferences are evaluated in regards to the impact of journals and conferences.⁴²

4.1.6. Institutional Contributions to Local, Regional, National and Global Development

The contributions of IUS to different levels of community can be summarized in: 1) new approach to higher education and research that was not known before in the country. 2) Emphasizing the importance of graduate studies and link them to research outcomes. 3) Gathering different researchers in different fields to build multidisciplinary approach to new research topics. Examples of activities that reflect the contributions of IUS in local, regional, national, and global development include: Scholarships for researchers

³⁴<https://news.ius.edu.ba/photo-album/agreement-cooperation-between-bosnalijek-and-international-university-sarajevo-ius>

³⁵<https://www.ius.edu.ba/project/siemens-smart-grid-laboratory>

³⁶<https://news.ius.edu.ba/news/ius-signed-agreement-european-commission-about-participation-horizon-2020-program>

³⁷<http://epiphany.ius.edu.ba>

³⁸<http://pen.ius.edu.ba>

³⁹<http://scjournal.ius.edu.ba>

⁴⁰<http://inquiry.ius.edu.ba>

⁴¹The links to some of the conferences can be found below:

<https://www.ius.edu.ba/event/seventh-regional-conference-soft-computing>

<https://www.ius.edu.ba/event/computational-methods-and-telecommunication-electrical-engineering-and-finance>

<https://www.ius.edu.ba/event/conference-future-humanities-education-and-creative-industries>

<https://www.ius.edu.ba/event/international-conference-bioethics-era-genomics-and-personalized-medicine-0>

<https://www.ius.edu.ba/event/international-conference-applied-biological-sciences>

⁴²<https://www.ius.edu.ba/sites/default/files/forms/doc00608120171019082504.pdf>

[https://www.ius.edu.ba/sites/default/files/u666/book of rules on evaluation of the academic staff final1.pdf](https://www.ius.edu.ba/sites/default/files/u666/book%20of%20rules%20on%20evaluation%20of%20the%20academic%20staff%20final1.pdf)

and students, job and scholarship fairs, the establishment of different research groups, and the establishment of scientific societies.

4.2. Resources for Research

4.2.1. Resource Development Policy for Researches (creating and developing physical and technical infrastructure and financial resources)

IUS has defined policies and procedures related to research conduction and finance. Those can be found in the book of rules on publications and scientific work as well as book of rules on academic staff evaluation and promotion.⁴³

4.2.2. Competitive Strategies for Increasing Research Funds Outside the University; Mechanisms and Tools to Motivate Researchers

IUS encourages academic professionals and researchers to apply for external funding. It is considered as essential part of their work. Researchers who manage to attract external funding have less teaching workload and they are in charge of most of the received funds. One of the policies to encourage researchers to apply for external funding is that the funds will be largely allocated to the projects or to the program hosting the project. Besides, IUS contributes with some funds to encourage the researchers.

4.2.3. Sustainability and Suitability of the External Resources for Institutional Strategic Goals

The research external financial support comes from different sources:

1. Donations (IDB, TIKa, Siemens, TSE, Embassies, Turkcell, etc.)⁴⁴
2. External projects. The research projects are funded according to their needs, for this reason funding is adequate. The sustainability on the other hand is implied through the emphasis on applying and receiving various research projects, through Project Management Office⁴⁵.

4.3. Stakeholders' Involvement

IUS realizes the importance of stakeholders' involvement in research activities. Hence, various kinds of events are organized where public stakeholders and specific stakeholders of research can meet and cooperate with each-other. Examples of such events include: IUS open day⁴⁶, IUS lecture series⁴⁷, IUS job fairs⁴⁸, visits to industries and other parties or stakeholders⁴⁹.

4.4. Monitoring Projects, Evaluating Research Results and Motivating Researchers

4.4.1. Mechanisms for Monitoring and Evaluating Ongoing Projects; Evaluation Reports of the Research Activity Results

Evaluation of ongoing or just finished research is done on different levels. One level of such evaluation is done through periodic reporting of results and outcomes to the funding and managing stakeholder. Another

⁴³https://www.ius.edu.ba/sites/default/files/book_of_rules_on_publishing_activities_at_ius_002-2016.pdf
https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_evaluation_of_the_academic_staff_final1.pdf

)

⁴⁴Examples to some of the donations made to IUS:

<https://news.ius.edu.ba/news/tika-generously-donated-lab-devices-ius>

<https://news.ius.edu.ba/news/siemens-company-donated-ius-equipment-worth-270000-km>

⁴⁵<https://pmo.ius.edu.ba>

⁴⁶<https://news.ius.edu.ba/news/testing-scholarships-and-ius-open-day>

⁴⁷<https://news.ius.edu.ba/news/lectures-seminars>

⁴⁸<https://news.ius.edu.ba/news/scholarship-and-job-fair-job4u-held-international-university-sarajevo>

⁴⁹<https://news.ius.edu.ba/news/ius-students-visited-tax-administration-federation-bosnia-and-herzegovina>

<https://news.ius.edu.ba/news/ius-students-visited-embassy-czech-republic>

<https://news.ius.edu.ba/news/ius-students-visited-eu-delegation-bh>

<https://news.ius.edu.ba/news/ir-and-sps-students-were-welcomed-he-edward-ferguson>

tool of evaluation is publications that the academic staff produces, which are considered important for their promotion, and hence, periodical evaluation of their research is a must.⁵⁰

A third important tool for the evaluation of research outcomes is the by-law annual report submitted to the Federal Ministry of Education and Institute for Statistics. The law on higher education compels the university to evaluate and report on their research activities.⁵¹

4.4.2. Regulation for Quality Assurance Mechanisms for Appointment and Promotion of Research Professionals

IUS ensures the qualifications of its academic professionals through a multi-stage process. Hiring of an academic professional first is complied with the law of higher education. No research or teaching professional can be recruited if they don't have an appropriate degree. The second stage includes listing the researchers according to their publications, their academic and research records. The third stage includes two committees, a procedural committee and a committee of experts in the field of the applicant. This stage includes interviews and approaching presentations. The graduate studies office receives the applications for research and graduate studies positions, and informs the corresponding program about applications. Recruitment and appointment conditions are explained in the statute of International University of Sarajevo⁵².

4.4.3. Mechanisms for Measuring and Evaluating Research Staff

IUS uses publications and citations as one of the tools for measuring researchers work. Other measuring tools include the number of projects a researcher applies for, and amount of funding s/he receives.⁵³

4.4.4. Opportunities for Improving and Developing Competency of Research Staff

IUS supports all possible developments and improvements for the research staff (including institutional projects supports, supporting attendance to congress, symposium etc.). IUS supports publications, conferences, workshops, training courses, and others. Graduate studies require the scientific activities courses, in order to meet the requirements of these courses; students have to work on research related topics.⁵⁴

4.4.5. The Definition of Research Performance In the Appointment and Promotion Processes of Academic and Research Professionals

IUS promotes both scientific research and art work in various ways: 1. through public relations office⁵⁵ and public announcements, 2. and with financial support⁵⁶

In the case of graduate studies, the scientific activities are promoted by reduction of administrative loads and earning of ECTS credits.⁵⁷

⁵⁰https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_evaluation_of_the_academic_staff_final1.pdf

⁵¹<https://www.ius.edu.ba/sites/default/files/the-law-on-higher-education.pdf>

⁵²<https://www.ius.edu.ba/important-documents/statute>
https://www.ius.edu.ba/sites/default/files/the_council_for_graduate_studies_decision.pdf

⁵³https://www.ius.edu.ba/sites/default/files/u666/book_of_rules_on_evaluation_of_the_academic_staff_final1.pdf

⁵⁴<https://www.ius.edu.ba/sites/default/files/forms/doc00608120171019082504.pdf>
https://www.ius.edu.ba/sites/default/files/study_rules_for_the_third_study_cycle_at_ius_02_2014.pdf

⁵⁵<https://pr.ius.edu.ba>

⁵⁶<https://www.ius.edu.ba/sites/default/files/forms/doc00608120171019082504.pdf>

⁵⁷https://www.ius.edu.ba/sites/default/files/study_rules_for_the_third_study_cycle_at_ius_02_2014.pdf

4.4.6. Activity Level / Performance of the Institution's Research and Development Activities Measured and Evaluated Periodically

The evaluation of research activities is used for various purposes; hence, it is made public and can be accessed through project management office⁵⁸ and IUS library⁵⁹. The evaluation of research activities are used for promotion of researchers and academic professionals. They are also used for applying for various funding and for the general institutional promotion. They are used as references for collaboration with other institutions and industries. Due to this essential need of evaluation of research activities, performance measuring on periodical basis is a fundamental activity of different IUS units related to research. These units are: research steering committee, project management office, and financial department. According to the law, IUS must submit an annual report to the Institute of Statistics which includes details of all research activities and their funding.

4.5. Publicizing the Evaluation of Projects

As mentioned before, some of the tools/mechanisms for measuring the institution's research performance include the annual statistics report which is submitted to education authorities and the institute for statistical data. Steering committee is another entity that evaluates and reports about the performance of research activities. Different working groups do results from the regular meetings of the steering committee. These working groups plan and monitor activities related to research such that those activities comply with IUS research goals.

4.6. Measuring Contribution of the Institution to the Region, Country and World Economy

The work groups for research activities can be broadly divided into five categories; these are connected to steering committee and to faculty deans as well. The following table shows the relations between research activities and various level of impact expected from those activities. The previous monitoring bodies, ensure that research activities are focused and within the institutions starting goals.

Table 4.2. Research Activities and Their Relation to Research Targets

Activities/Targets	Local needs	Excel in certain areas	Cooperation with industry	Increase funding
Projects	√		√	√
Graduate Studies	√		√	
Publications (conferences and journals)		√		√
RDC	√	√	√	√
Balkan Studies Center	√	√		

4.7. Monitoring and Improvement of the of Research Performance in Achieving the Institution's Goals

IUS does not have exclusive research professionals who work on research only, rather the academic professionals are teaching and research professionals as well. Hence, research performance is an essential part of the academic professional evaluation process. Another tool to improve research performance is the incentives provided to research activities, published papers and books. The workload of teaching is reduced as research performance improves. The monitoring on the other hand is achieved through various channels: the research steering committee, research and development center, project management office, and faculty councils.

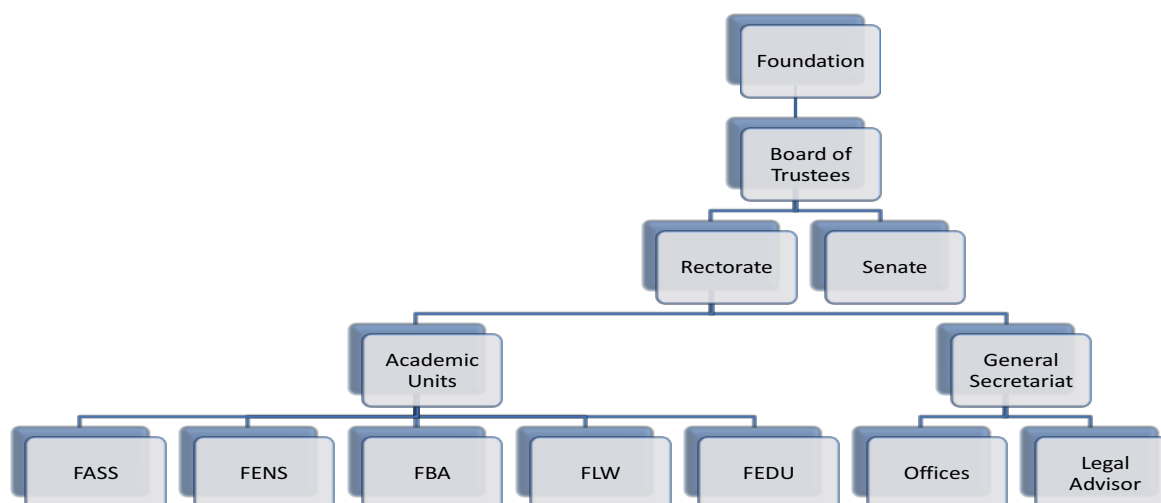
⁵⁸<https://www.ius.edu.ba/about-project-management-office>

⁵⁹<https://library.ius.edu.ba/>

5. MANAGEMENT STRUCTURE AND INFORMATION SYSTEM

5.1. Management Structure

International University of Sarajevo
Organizational Chart



For detailed organizational charts see Appendices.

5.1.1. Contact Information: University Foundation, Board of Trustees Office

Mr. Hasan TOPALOĞLU, President of Foundation for Education Development Sarajevo
<https://www.ius.edu.ba/foundation-education-development-sarajevo>
 IUS Rectorate, 15 Hrasnicka cesta, 71000 Sarajevo, Bosnia and Herzegovina

Prof. Dr. Hasan Zuhuri SARIKAYA, President of the Board of Trustees
<https://www.ius.edu.ba/board-trustees>
 IUS Rectorate, 15 Hrasnicka cesta, 71000 Sarajevo, Bosnia and Herzegovina

Prof. Dr. T. Erkan TÜRE, IUS Rector
rector@ius.edu.ba
 IUS Rectorate, 15 Hrasnicka cesta, 71000 Sarajevo, Bosnia and Herzegovina
 Phone: +387 33 957 110
 E-mail: rectorate@ius.edu.ba, info@ius.edu.ba

Istanbul Office, Feshane Cd. No 21 Eyup, Istanbul, Turkey

Tel 1:+090 212 563 91 36,
 Mobile: +090 533 308 95 52
 Email: iusistanbul@ius.edu.ba

Students Affairs Office Phone: +387 33 957 175 E-mail: sao@ius.edu.ba	Public Relations Office Phone: +387 33 957 178 E-mail: pr@ius.edu.ba	English Language School (ELS) https://els.ius.edu.ba info@ius.edu.ba
IUS Finance Office Phone: +387 33 957 179 E-mail: finance@ius.edu.ba	International Relations Office (IRO) Phone: +387 33 957 116 E-mail: iro@ius.edu.ba	IUS Career Center Phone: +387 33 957 157 E-mail: careercenter@ius.edu.ba

5.1.2. Committees / Working Groups

Table 5.1. Permanent Committees / Working Groups

Name of the Committee	Document Number	Document Date
Committee for Selection of Candidates for Enrolment in Erasmus + Exchange Programs	IUS-REC 01-3133/2017	15.11.2017
Internal Quality Assurance Committee	IUS-REC 01-3036/2017	08.11.2017
Steering Committee for Research and Project	IUS-REC 01-3066/2017	08.11.2017
Website Committee	IUS-REC 01-3065/2017	08.11.2017
Curriculum Committee Working Group	IUS-REC 01-3062-1/2017	08.11.2017
Committee for Monitoring of the Study Programs at IUS (Curriculum Committee)	IUS- REC-01-4050/2016	27.12.2016
Amendment to Decision on Appointing Curriculum Committee	IUS- REC-01-2829/2017	15.10.2017
Amendment to Decision on Appointing Curriculum Committee	IUS- REC-01-3484/2017	29.12.2017
University Council	IUS-REC 01-3815/2016	30.11.2016
Ethical Committee	IUS-SENAT-11-4036/2016	23.12.2016
Committee for Monitoring Scholarship Students	IUS-REC 01-3380/2017	20.12.2017

5.2. Information System

IUS Management Information Systems serves several purposes, such as: communication, integration, appraisal, development, monitoring, and control.

5.2.1. Public Information

IUS has an open and transparent public policy. University's web page is most commonly used to address broader audience on all available calls, such as recruitments, events and etc.

Publically offered information includes:

- IUS Course Catalog,
https://www.ius.edu.ba/sites/default/files/final_ius_first_cycle_catalogue_ay_2017-2018.pdf
- Information on Qualification granted by the study programs (available at each program's webpage)
- Intended Learning outcomes and educational objectives (available at each program's web page)
- Curricula for the 1st, 2nd, and 3rd cycle (available at each program's web page)
- Specific information for foreign students
- Information on teaching staff
- Information on the teaching and learning methods and assessment procedures-course schedules, events and lectures publically announced at the web page
- Learning opportunities (scholarships, exchange and mobility opportunities).
<https://iro.ius.edu.ba/erasmus-agreements>)
- Available learning and campus resources (IUS library, laboratories, dorms, canteen, gym, etc)
<https://sachs.ius.edu.ba/>,<http://catalog.ius.edu.ba/pages/search.aspx?¤tPage=1&searchById=-1>,<https://www.ius.edu.ba/dormitories>
- Exchange opportunities and mobility
- Project and Research Grant Opportunities
- Job vacancies, publically announced on the web page
- On-going monitoring and periodic review of programs

IUS Information Management System is composed of several elements, such as:

- UNIPA – Student Information System – serves for sharing all information related to students and education cycles.
- Email – Communication tool among management, academic staff, administrative staff, and all other stakeholders. <https://www.ius.edu.ba/contact>
- WEB - IUS web is a primary contact point along the entire student life cycle which includes prospective, current, and alumni students. Furthermore, the web represents a contact point with external and internal stakeholders. Our web is a mission-critical that provides opportunities for improved services, wider availability, and greater efficiency. IUS web is constantly adapting to the needs of market having in mind the future generation change from millennial students to ingeneration students.
- ID Cards – serves as an access point to the campus, library, and other University facilities.
- Accounting System – all transaction made within University are recorded.
- Annual Academic Evaluation Process (Document: IUS SENAT-11-3152/13)
- Student Survey – serves for collecting feedback from students. IUS is committed to understanding students’ needs and improving their learning experience by improving the quality of teaching processes and enhancing services of our departments. Students’ response is very helpful in providing the University with information on what students believe is working well and which areas, processes, or services need improvement [E1 Form].
- Institution Assessment – evaluates academic staff base on their research activities and services provided [E2 Form]
- Meetings – meetings are held on a frequent basis at all University levels.

Related to the information whether the data is in physical or electronic form, there are different types of protection: for physical data there are heat-resistant lockers placed in the rooms with fire protection and special locks. In the case of electronic format data, it is stored in multiple places and can be accessed and changed only by authorized staff. Further criteria are defined by the Law on personal data protection and accordingly adopted Rulebook on the implementation of the Law on personal data protection at the International University of Sarajevo along with the Regulation on securing personal data at the International University of Sarajevo from January 2018.

5.3. Reliable and Updated Data Provided to Public

Website Committee is responsible for updating information posted on IUS website and its overall accuracy; more specifically every member of the committee is responsible for accuracy of information on website related to his/her respective units (Document: IUS-REC 01/3065/2017).

Public Relations Office is extremely important for each institution to maintain quality communication with all of its stakeholders and target groups, both in the internal or external communication. Public Relations Office provides adequate and quality information about the IUS to social, political and industry sectors. Their vision is to create and maintain long-term relationships, and to plan and maintain consistent communication that supports objectives of IUS. The main task is to implement a successful strategy based on the competitive advantages of the University, by taking into account the needs and interests of students, in order to strengthen their trust in the University, are it in Bosnia or elsewhere.

IUS Communication Strategy is here:

<https://pr.ius.edu.ba/sites/default/files/docs/pr/02-policy-regulations-on-public-relations-and-communication.pdf>) and

Policy Regulations on PR and Communication can be found at:

<https://pr.ius.edu.ba/sites/default/files/docs/pr/04-international-university-of-sarajevo-communications-strategy-eng.pdf>)

5.3.1. The Use of Information

Here we will provide an overview on what kind of information is being collected by IUS/Faculties/Study Programs, how the information is communicated and how it impacts the decision making processes. It will also address what kind of information IUS displays publicly.

SIS (UNIPA) software, a centralized student information system, enables IUS and Study Programs to monitor their activities related to students and study programs implementation.

Apart from earlier described UNIPA features (i.e., document issuance, transcripts, various certificates, diploma, diploma supplements, etc., grading and records maintenance, finance issues control, etc.) it also enables the collection of different data related to students, such as:

- Student progression and success rates
- Profile of the student population (e.g. age, gender, nationality, education background)
- Number of students in each study program based on the study year
- Number of students graduated each year
- Average grade in each study program
- Average duration of study in each study program
- Drop offs, student transfers, etc.
- Dormant status
- Student status
- Percentage of graduates per each generation

All these data are further analyzed at different levels and the measures taken are followed up. One of the tools is preparation of the self-evaluation report, which is done on regular basis in accordance with IUS rules and regulations. Apart from the information mentioned above, IUS/SP collects different types of information via various surveys, such as:

- Student satisfaction with the courses content and the curricula
- Students evaluation of teachers and teaching methods
- Students' satisfaction with the resources available to them (Library, Student Affairs Office, etc)
- Alumni/employment satisfaction surveys
- Post-exchange student/teacher survey
- Survey on Strategic Plan.

All these data are further analyzed at different levels and the measures taken are followed up.

5.4. Human Resources Management

IUS embraces contemporary approach to the management of human resources by acknowledging that human capital is the most important asset of an organization. The central point regarding the HR procedures at IUS is Human Resources office whose is to give you both current and prospective employees' easy access to the full range of the information, guidelines, proper directions, services and all other business matters.

IUS ensures that support and administrative staff are qualified for the roles they operate. IUS follows the procedures designed in the Rule of Book on Labor Relations (Doc: Broj: IUS-UO-08-5/2016 https://la.ius.edu.ba/sites/default/files/pravilnik_o_radu_2016_1.pdf) and Job Systematization.

Furthermore, IUS supports its employees in three areas (<https://hr.ius.edu.ba/employee-services>):

- Professional Development - IUS values importance of continuous education of its employees and offers a number of ways to supports professional development of its staff. Professional development can be done either within IUS, organized by IUS Life, or outside of IUS (conferences, symposia, seminars, workshops, etc.).
- Education - IUS employee who wishes to enroll into IUS study programs are entitled to employee discount on tuition fees.
- Finance - IUS academic staff is entitled to the following financial support for publication activities and conferences participation. Rules and conditions for applying for financial support are defined in Book of Rules on Incentives Policy and Financial Support (<https://www.ius.edu.ba/sites/default/files/forms/doc00608120171019082504.pdf>).

The effective management of human resources when it comes to academic and administrative staff is carried out continuously in accordance with the law. The Book of Rules on Quality Assurance of the University, and acts brought by the Agency for development of higher education and quality assurance in Bosnia and Herzegovina, as well as in accordance with other relevant acts at the Cantonal, Federal, State or European level. IUS has designed the systems and monitoring responsibilities that are defined in the Statute (<https://www.ius.edu.ba/important-documents/statute>). Furthermore, in the Statute, Article 23 clearly defines the rights and responsibilities of the University by addressing the accountability for its employees and general public.

5.4.1. Financial Resources, procurement, and movable and immovable resources

The key responsibilities when it comes to financial resources are defined in IUS Statute and more precisely by Article 12 (Representation of the University and acting on its behalf), Article 13 (Financial means for the University operations), Article 14 (The University financial plan), and Article 15 (Obligations of the Rector toward the Board of Trustees and the Founder) (<https://www.ius.edu.ba/important-documents/statute>).

Office of Finance and Economic Affairs (Finance office) of the University focuses on the budgeting, accounting, debt payment, financial reporting, procurement, and other financial management functions at IUS. The office ensures to provide support to the University units, students, partners, stakeholders and other interested parties. The office aims to provide accurate, reliable, relevant and timely financial information and to ensure complete and accurate accounting of all activities, processes and transactions, and to report all financial information in accordance with state, cantonal and International financial and business laws. All procurement operations are liaised with the University Finance System's management team to ensure that it fulfils all the requirements of purchasers throughout the organization. The management of movable and immovable resources is under the authority of appointed Executive Assistant to the Rector. Damaging property is considered as the breach of students' liability (IUS Statute Articles 104.3c, 104.4j, and 106.1 <https://www.ius.edu.ba/important-documents/statute>).

CONCLUSION AND RESULTS

IUS will continue to play an important role in the development of future generations as a bridge between Turkey and Bosnia and Herzegovina. The establishment of permanent relations and the revitalization of historical and cultural partnerships will be much more sustainable through an investment in human capital. Today, there is an increasing trend to learn Turkish not just in primary and secondary education, but also among adults and university generation.

There are also important activities of other European countries that have historical ties to B&H. IUS is the Turkish strategic investment and sole purpose of it is making contribution to human development and creating common vision on the future between two countries.

IUS would have students, academics and researchers from Turkey in any case, since it is a strategic and visionary investment mainly aiming this purpose. For this aim, additional measures are needed to encourage highly successful students and academics to come to IUS.

There are many officially established and recognized universities operate in the Balkans, and in other even some developed countries, which are acting like diploma factories and do not follow any serious academic concern. Therefore, as being a huge market for higher education sector, Turkey must take actions to direct prospective university candidates to respected and valuable higher education institutions.

According to international rankings, among national universities in B&H, IUS is the second best, and the best university among the foundations and private universities. This success has not been accomplished by chance, rather it has been achieved by the efforts of the Founder, Board of Trustees, academicians, administrative staff and students of course. IUS is a recognized and well known university not only in B&H, but also in the European Higher Education Area and in Turkey. IUS also has institutional and program-based accreditations both nationally and internationally.

In terms of reasons for establishment and sustainability grounds, IUS must be evaluated institutionally and accredited at program level by the Turkish higher education quality authority i.e. Higher Education Quality Board (HEQB). The inclusion of IUS study programs in OSYM guidelines is crucially important and the only justification for this is accreditation of IUS programs by HEQB. This should be seen as a favor, because IUS is already an institution with high reputation and higher potential in the future, as both this report and its annexes are evidence for this. The major concern is attracting sufficient number and qualified students and academics from Turkey.

In the future vision of IUS, students, academics and researchers from Turkey always have a significant share. Based on this vision, it is an urgent action to have institutional evaluation and program accreditation by HEQB.

APPENDICES

1. Information Package (Course Catalog)
2. Self-Evaluation Report: **Electrical and Electronics** Program, Faculty of Engineering and Natural Sciences (FENS)
3. Self-Evaluation Report: **Genetics and Bioengineering** Program, Faculty of Engineering and Natural Sciences (FENS)
4. Self-Evaluation Report: **International Relations** Program, Faculty of Business and Administration (FBA)
5. Self-Evaluation Report: **Psychology**, Faculty of Arts and Social Sciences (FASS)
6. Organization Chart of International University of Sarajevo
7. Link to other **Self-Evaluation Reports** of other study programs; <https://www.ius.edu.ba/important-documents/self-evaluation-reports>