



INTERNATIONAL
UNIVERSITY OF SARAJEVO

20
Years



INTERNACIONALNI UNIVERZITET U SARAJEVU
INTERNATIONAL UNIVESITY OF SARAJEVO

SELF-EVALUATION REPORT

Sarajevo, April 2024

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INTERNACIONALNI UNIVERZITET U SARAJEVU – INTERNATIONAL
UNIVERSITY OF SARAJEVO

SELF-EVALUATION REPORT

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List of labels, abbreviations, and symbols

ARCH	Architecture study program
GBE	Study program Genetics and Bioengineering
CS	Study program Computer Science and Engineering
CIP	Center for information and recognition of documents in the field of higher education
ECON	Study program Economics
ECTS	European credits transfer system
EEE	Study program Electrical engineering and electronics
ELIT	Study program English language and literature
ELS	English Language School
ERP	Enterprise Resource Planning
ESG	Standards And Guidelines for Quality Assurance in the European Higher Education
FASS	Faculty of Arts and Social Sciences
FEDU	Faculty of Education
FBA	Faculty of Business and Administration
FENS	Faculty of Engineering and Natural Sciences
FLW	Faculty of Law
HEA	Agency for the Development of Higher Education and Quality Assurance of Bosnia and Herzegovina
IBF	Study program International Business and Finance
IE	Study program Industrial Engineering
IR	Study program International Relations
PSIR	Political science and international relations
IQAC	Internal Quality Assurance Committee
IUS	International University of Sarajevo
ME	Study Program Mechanical Engineering
MAN	Study program Management
PSY	Study program Psychology
SE	Study program Software engineering
SPS	Study program Social and political sciences
VACD	Visual Arts and Visual Communications Design
YOK	Council of Higher Education, Turkiye

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BASIC INFORMATION ABOUT THE INTERNATIONAL UNIVERSITY OF SARAJEVO

The full name in the official languages in Bosnia and Herzegovina is as follows:

INTERNACIONALNI UNIVERZITET U SARAJEVU – INTERNATIONAL UNIVERSITY OF SARAJEVO. The short name is IUS.

The headquarters is in Sarajevo, at 15 Hrasnička cesta.

The university was founded based on the following administrative acts:

- Decision of the Government of Sarajevo Canton, No. 02–05–10404–10/03, as of June 18, 2003, published in the Official Gazette of Sarajevo Canton, No. 14/03 as of June 19, 2003, and by which the consent was given to the "Foundation for the Development of Education" for the establishment of the International University in Sarajevo as an institution.
- [Decision](#) of the Ministry of Education and Science of Sarajevo Canton, No. 11–38–3509 as of June 16, 2003, confirming that the legal obligations for the establishment of the International University in Sarajevo as an institution were met and that the Founder of the International University in Sarajevo was the Foundation for the Development of Education.
- [Decision](#) of the Ministry of Education and Science of Sarajevo Canton, No. 11–01–38 as of 23 June 2004 on fulfilment of the conditions for the commencement of work of the International University of Sarajevo as an institution, by which it was established that all the foreseen conditions for the start of work in the 2004/2005 academic year had been met.
- The University has the status of a legal entity which was acquired by registering The University to the Register of Companies/Business Entities of the Municipal Court in Sarajevo, under the number MBS: 65–05–00–24–10 (old number of MBS: 2–82), based on the Decision of the Sarajevo Cantonal Court, No. UF/I–1905/04 as of 6 October 2004, Sarajevo Cantonal Court No.: UF/I–1656/03 as of 23 October, 2003, of the Municipal Court in Sarajevo No. 065–0–Reg–10–003421 as of December 31, 2010, the Municipal Court in Sarajevo No. 065–0–Reg–10–001737 as of June 11, 2010, the Municipal Court

in Sarajevo No. 065–0–Reg–09–002967 as of May 20, 2010, the Municipal Court in Sarajevo No. 065–0–Reg–08–003031 as of November 1, 2008, of the Municipal Court in Sarajevo No. UF/I–1045/05 as of September 30, 2005, as well as on the basis of subsequent changes to the data in accordance with the law.

The Statute of the IUS ¹ was adopted on June 19, 2023.

Organizational Units of the University

The University's organizational units are as follows:

- Faculty of Engineering and Natural Sciences (FENS);
 - Department of Natural Sciences
 - Department of Engineering
- Faculty of Business and Administration (FBA);
 - Department of Economics and Management
 - Department of Political Science and International Relations
- Faculty of Arts and Social Sciences (FASS);
 - Department of Arts
 - Department of Social Sciences
 - Department of Cultural Studies
- Faculty of Law (FLW);
- Faculty of Education (FEDU);
 - Department of Languages and Literature
 - Department of Education and Information Technologies

¹ The Senate adopted the new Statute of the International University of Sarajevo on June 19, 2023, in accordance with the Decision of the Ministry of Science, Higher Education and Youth of Sarajevo Canton, No. 27/03-34-5519-5/23 as of June 12, 2023.

1. INTRODUCTION

1.1 History and organization of the International University of Sarajevo

Internacionalni univerzitet u Sarajevu – International University of Sarajevo (hereinafter: IUS or University) was founded by the Foundation for the Development of Education (hereinafter: The Foundation) in 2003. IUS is the largest private (foundation) university in Bosnia and Herzegovina (BiH), and one of the largest educational projects in the Balkans. It offers quality education to domestic and foreign students in all three study cycles, while teaching and all official communication takes place in English.

During 20 years since its establishment, the University has developed very intensively and was among the first in BiH to adapt its teaching to the Bologna principles. The strategically focused development of IUS led to the improvement of the quality in teaching and research and reputation of the University.

IUS continuously works on improving its scientific and educational infrastructure, and on innovating study programs, which are adapted to the labour market demand. Special attention is paid to participation in scientific research and development projects, as well as to the mobility of students and staff. Despite the many challenges IUS has faced since its founding, including the recent pandemic COVID19, the University has remained true to its original goal, which is: *"to be an institution of multicultural understanding, intellectual openness and long-term regional and global cooperation"*.

At the time of its establishment in 2003, there were three faculties, twelve study programs and about three hundred students. Today, there are five faculties and about two thousand and five hundred students in all three cycles of study. Of these, nineteen are undergraduate programs, sixteen double diploma programs, nineteen programs in postgraduate studies and nine programs in doctoral studies. Education is organized through study programs that permeate each other enabling interdisciplinarity as well as a symbiosis of traditional and new disciplines. One of the main goals of IUS is to become an educational and recognizable research centre that will bring together researchers from all over the world, especially numerous members of the successful Bh. scientific diaspora. Every year there is an increase in the number of research and development projects funded by industry partners or EU funds. In addition, IUS cooperates with companies and the wider community through adult

education programs in the organization of our IUS Lifelong Learning Center (IUS Life). IUS Life was established as a separate business unit at the University that primarily performs activities in accordance with the Law on Adult Education in Sarajevo Canton.

The University particularly encourages and promotes academic, cultural, and social cooperation with universities in the country and abroad, as well as with other stakeholders, which is realised through various forms of cooperation and activities (See Appendix).

IUS is located in a new campus in Ilidža, that was moved in 2010. The campus is equipped with a modern university infrastructure on 74,000 m² of land. There are five buildings, sports fields and parking spaces currently built within the campus. In the two main buildings there are faculties that house classrooms, offices, studios, ateliers, laboratories, sports hall, canteen, library, Lifelong Learning Center, English Language School, Art Gallery of IUS, as well as other centres of the University. Research & Development Center – "RDC" is in a separate building. The RDC houses most laboratories where students do the practical part of the classes while professors and researchers work on research projects. Student dormitories are also part of the campus, with a capacity of 450 bearings. It is important to state that within the campus there is a kindergarten "Kid IUS" which offers childcare services to the IUS employees and students - parents, while the working hours of kindergarten are adjusted to the working hours of the University. Kid IUS is also open to customers from the local community. These resources make up the IUS education system, which offers quality education and research in a wide field of scientific fields.

1.2 Description of the activities carried out on the implementation of defined improvement projects

The Commission of Domestic and International Experts for Quality Evaluation and Conferring Recommendations on accreditation of higher education institutions or their study programmes (hereinafter referred to as "The Commission"), appointed by HEA², conducted the procedure of re-accreditation of IUS during 2019. The task of the Commission was to

² The Commission worked in accordance with the Decision on Norms which Sets Minimum Standards in the Field of Higher Education in Bosnia and Herzegovina ("Official Gazette of BiH", No. 100/11), the Decision on Amendments to the Decision on Norms which Sets Minimum Standards in Bosnia and Herzegovina ("Official Gazette of BiH", No. 26/19) and the Decision on Criteria for Accreditation of Higher Education Institutions ("Official Gazette of BiH", number: 96/16).

evaluate the criteria and indicators for accreditation of a higher education institution, notice flaws in functioning of the higher education institution, and to define recommendations for the improvement of higher education institutions (hereinafter referred to as "Recommendations").

Acting on the Commission Accreditation Report and Recommendations, and after obtaining national institutional accreditation in 2019, the Action Plan for Improving Quality was adopted. IUS has implemented the following measures:

- [Decision on adopting the Action Plan for Quality Improvement at the International University of Sarajevo](#)
- Adopting the [Action Plan for Quality Improvement for Quality Improvement System at the International University of Sarajevo](#)
- Submission of the Report on the Implementation of the Action Plan for Quality Improvement to the Ministry of Science, Higher Education and Youth of Sarajevo Canton for 2020, 2021 and 2022.
- Adopting [Book of Rules on the Establishment and Development of the Internal System of Quality Assurance and Quality Management at the International University of Sarajevo \(IUS\) - QA Rule Book](#), the application of which has significantly improved quality assurance at IUS. Based on the application of the aforementioned QA Rule Book, the Quality Assurance Office regularly publishes internal Annual Statistical Reports on the IUS Work - IUS End of Year Reports (EoY) - which allow the management to make decisions and carry out fact-based planning. More details about EoY are presented in Criterion 3.1.

IUS has intensively worked over the past 5 years to improve its performance in several strategic areas.

Cooperation with partners from academia, the local community and industry

Our University has established strong links with the scientific and academic community, the local community, and industry representatives. Cooperation is carried out through various projects, and humanitarian actions. Cooperation with industry through scientific-research projects increases every year. A table, provided in the Annexes, shows a list of projects that

have been implemented at IUS in the last five years. The total amount of project-based funds, paid to IUS over the last five years, is BAM 1,700,000.00 KM. This represents a significant increase in the amount of funds accrued based on projects, as well as the number and quality of projects.

Professors cooperate with the academic community in BiH and abroad through scientific-research projects, scientific conferences, and publications. IUS professors participate in COST projects (European Cooperation in Science and Technology). Most scientific publications with IUS affiliates are the result of cooperation with other higher education and research institutions.

We also cooperate with the local community and local industry through its Lifelong Learning Center (hereinafter i.e. IUS Life³), IUS Life started its activities in the academic year of 2013 with the aim of responding to the demands of the labour market for new skills and competencies. IUS Life offers non-formal educational programs tailored to labour market demands.

IUS Life offers non-formal educational programs adapted to all categories of the population regardless of age, level of education, employment status, training, etc. Through the offered programs, IUS Life enables its participants to improve existing and acquire new competencies and skills, greater competitiveness in the labour market, personal and professional development, and encourages social inclusion and employability.

At the initiative of the Quality Assurance Office, IUS actively implements targeted measures to contribute to global well-being through implementation of the UN Sustainable Development Goals (SDGs).

At the initiative of the QA Office, IUS actively implements targeted measures to contribute to global prosperity through the delivery of the UN Sustainable Development Goals (SDGs). This is also recognised in the world ranking lists that measure contribution of higher education institutions to SDG achievement. IUS is the only university from Bosnia and Herzegovina to have been ranked in the [Times Higher Education \(THE\) Impact Ranking](#) for

³ Lifelong Learning Center - IUS Life, is registered in the Register of Adult Education with the competent Ministry under ordinal number 15 on page 15 no. 11/04-38-1907-4/18 as of August 2, 2018.

the fifth year in a row. More details can be accessed: [on our website.](#)

Joint study and acquiring Double Diploma

From 2018 to the present, the University has signed protocols on joint delivery of undergraduate programs i.e. double diploma programs with renowned higher education institutions, as follows: Istanbul Technical University (abbreviated: ITÜ), Istanbul University (Istanbul University – İÜ) and Marmara University for a total of sixteen double diploma study programs. At the beginning of 2024, additional protocols were signed with ITÜ on the realization of two new double diploma study programs in the field of computer engineering and bioengineering

Investing in artistic and scientific infrastructure

IUS is proud of its Art Gallery where professors and students, as well as other artists exhibit their works. The IUS Art Gallery is open to the public and all exhibitions are announced through the media. In 2023, the Gallery hosted six events, five exhibitions and one screening organized by the VACD Art Club, two student exhibitions and one in which professors from the VACD program participated.

The Research and Development Center (RDC) is dedicated to maintaining and improving scientific-research laboratories. In the period from 2019 to 2023, existing laboratories were significantly modernised, including the Embedded Systems Laboratory, Mechanical Engineering Laboratory, Physics Laboratory, PCR Analysis and Preparation laboratory.

Furthermore, the existing equipment in RDC has been improved with new technologies, such as 6 – Axis CNC machine, 3D printers, 3D scanners, autoclaves, and modern analytical devices, such as: automatic cell counter, multichannel pipette, and modern machine for real-time PCR analysis. Also, improvements have been made on the existing equipment at the Laboratory for Microbiology, where students and professors have the opportunity to work on various projects and use an automatic colony counter, new incubators for microbiological cultures, digester, and similar equipment that facilitates and accelerates work and progress in this field of research. Outside the RDC building, a special workshop has been built that allows employees and students to perform various activities such as turning, soldering, welding, and materials processing. Also, in 2020, new insulation walls were built in RDC building, in order to provide improved thermal and sound insulation and optimizing work

within the laboratories.

Improving the University operations through the implementation of ISO 9001:2015 QMS

In accordance with the IUS strategy and strategic objective: *Excellence in the provision of administrative services*, the governing bodies made a decision on the introduction of the ISO 9001:2015 certificate for the General Secretariat. The external certification agency "TUV Thüringen" was selected to perform an external audit of administrative units. The external audit was carried out on July 6, 2022. Based on the external audit and subsequent TUV Thüringen Auditor Report, the Certificate of ISO 9001:2015 QMS was awarded to the IUS General Secretariat at the end of July 2022. More details on the introduction of the ISO standard can be seen under Criterion 1.5.

1.3 Statistics

GENERAL DATA				
Number of faculties:	5			
	I siklus	II siklus	III siklus	
Number of active study programs:	27	16	11	
STUDENTS AND GRADUATES				
Number of students:	<i>2019/2020.</i>	<i>2020/2021.</i>	<i>2021/2022.</i>	<i>2022/23</i>
I cycle ⁴ :	1238	1168	1334	1785
II cycle:	141	142	128	143
III cycle:	40	33	40	39
TOTAL NUMBER OF STUDENTS:	1419	1343	1502	1967
Number of students who graduated from I cycle:	228	240	185	225
Number of students who graduated from II cycle:	59	51	43	38
Number of students who graduated from III cycle:	3	3	----	10

IUS STUDENTS	2022/23
Foreign	794
BH nationals	1173
Total	1967
I cycle	1785
II cycle	143
III cycle	39
IUS English Language School	410
Graduates in AY 2022–2023 (total)	
Undergraduate	225
Master	38
PhD	10

⁴ Certain number of students who attend English Language School

ACADEMIC STAFF				
	<i>2019/2020.</i>	<i>2020/2021.</i>	<i>2021/2022.</i>	<i>2022/23</i>
Full professors	6	6	7	8
Associate professors	18	16	21	22
Assistant Professors	40	41	39	30
Senior assistants	16	11	8	11
Expert Associates	0	0	5	4
Assistants	2	10	9	8
Professores Emeritus	2	1	1	1
Experts from Practice	11	25	24	40
TOTAL	95	110	114	124
ADMINISTRATIVE STAFF				
	<i>2019/2020.</i>	<i>2020/2021.</i>	<i>2021/2022.</i>	<i>2022/23</i>
Administration and technical staff (offices, centers, faculties)	64	58	63	61
ELS Instructors	20	21	26	32
ELS Administration	3	3	3	4
TOTAL	87	82	92	97

	<i>2019/2020.</i>	<i>2020/2021.</i>	<i>2021/2022.</i>	<i>2022/23.</i>
Students	1419	1343	1502	1967
Academic staff (including external experts)	95	110	109	120
The ratio of the number of students and academic staff	14,9	12,2	13,8	16,3

2. CONDUCTING SELF-EVALUATION

2.1 Commission for Conducting Self-evaluation

In accordance with Article 10 of the Rulebook on Accreditation of Higher Education Institutions and Study Programs (Official Gazette of the Sarajevo Canton, No. 21/19), the Rector of the IUS appointed the Commission for the implementation of the procedure of institutional self-evaluation and preparation of the Self-evaluation Report (SER) of the International University of Sarajevo (Decision IUS-REC-01-1170/23 of 26 April 2023), which was confirmed at the 162nd Senate session. The Commission is composed of thirteen (13) members from different categories such as academicians, administration, and students of all three cycles of study. Since, in the meantime, the aforementioned rulebook has been repealed, and the new Rulebook on Accreditation of Higher Education Institutions and Study Programs (Official Gazette of Sarajevo Canton, No. 48/23) has entered into force, the procedure of re-accreditation continues according to the new rulebook.

The members of the Commission are:

1. Full Professor Dr. Muhamed Hadžiabdić, Faculty of Engineering and Natural Sciences, Chairman,
2. Professor Emeritus Dr. Asif Šabanović, Faculty of Engineering and Natural Sciences, member,
3. Jahja Imamović, Deputy Secretary General for Legal and Administrative Affairs, member
4. Edina Hadžiahmetović, Manager of the Quality Assurance Office, member,
5. Assistant Professor, Dr. Lejla Halilović, RDC Manager, member
6. Haris Jamaković, Manager of HR Office, member
7. Sabiha Pepić - Ćinal, Manager of Student Affairs Office, member,
8. Associate Professor Dr. Ena Kazić - Ćakar, Dean, Faculty of Law, member
9. Amina Kerla, Library Manager, member,
10. Lamija Hadžimurtezić, Assistant to Manager of the Quality Assurance Office, member,
11. Armin Šetić, student representative, I cycle of study, member,
12. Anes Kadić, student representative, II cycle of study, member,
13. Ammar Hodža, Senior Assistant, student representative, III cycle of study, member.

2.2 Self-evaluation procedure

The Self-evaluation Report (SER) includes the reporting period from the last accreditation to the submission of the application for renewal. SER was prepared in accordance with the Decision on the Criteria for Accreditation of Higher Education Institutions in Bosnia and Herzegovina. To prepare the Report, members of the Commission held a series of meetings. They met with the governing bodies of the University, professors, members of the administration and students. Subgroups were formed with tasks to prepare documentation and analyse indicators for each criterion of self-evaluation in accordance with the Guidelines for Institutional Accreditation. Following the self-evaluation process, the Commission prepared a Self-Evaluation Report for the reference period. The report was originally made in Bosnian Language and then translated into English and Turkish, and adopted at the 173rd session of the Senate.

3. LEVEL OF QUALITY OF HIGHER EDUCATION INSTITUTION IN RELATION TO DEFINED STANDARDS AND CRITERIA

3.1 CRITERION 1. Quality Assurance Policy

The [Quality Policy of the IUS \(QA Policy\)](#) is a is an integral part of the QA Rule Book. It is a publically available document. The QA Policy was first adopted in 2015, while minor changes were made in 2022.⁵

QA Policy expresses the commitment of the governing bodies and all IUS employees towards continuous quality improvement of studies, scientific-research and artistic work as well as administrative services. The goal of the IUS QA Policy is to provide a framework for effective achieving of the strategic goals of the University, and hence achieving of the mission and vision of the University. The internal quality assurance system is based on the principles of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015), which provide the framework for internal and external quality assurance and relevant legal framework BiH, FBiH and Sarajevo Canton.

The IUS Quality Assurance Office (QA Office), in close cooperation with other units, regularly strives to enhance the level of quality at our University. Quality assurance enhancement includes students, academic staff, management, administration, as well as external stakeholders.

In the last five years, the quality assurance system has been significantly improved in several areas as follows: through strengthening the implementation of internal regulation, improving the quality of work processes through the application of international standards, new internal regulations, and networking at the local, regional, and international level. This is evidenced by successful external accreditations and certifications, as well as the daily achievements and successes in enhancing the quality in teaching and research.

The most important step towards improving quality at IUS was the adoption of [the Book of](#)

⁵ QA Rule Book was adopted in 2019, and it is still in force. The IUS Quality Policy (ver.1 from 2015) makes a constituent part of the current QA Rule Book. The IUS Quality Policy (ver.2 from 2022) is in force at present and so the QA Rule Book needs an updated version. Also, given that in 2022 the new Law on Higher Education in Sarajevo Canton was adopted, as well as a successive series of bylaws, IUS worked hard during 2023 on harmonization of the most important internal acts (e.g. the procedure for drafting and adopting a new Statute was carried out). There is a plan to update the QA Rule Book in 2024.

Rules on the Establishment and Development of the Internal System of Quality Assurance and Quality Management at the International University of Sarajevo (IUS) – abbreviated QA Rule Book/QA Pravilnik. which has been in force since December 2019. QA Rulebook was drafted in accordance with the Law, the IUS Statute (2018) and the ESG⁶. QA Rulebook regulates the internal quality system, with a significant focus on planning, reporting, analysis and adoption of corrective and preventive measures. It also includes the method of processing statistical data on an annual basis as well as the way of their interpretation. The application of the QA Rule Book provided IUS management with centralised access to data for further analysis and planning. This is done through QA Office. Based on the collected data, the QA Office annually publishes *IUS End-of-Year Report (EoY)*, which is addressed to the university's management. The report refers to the IUS performance in the completed academic year.

This document is supplemented with two semester's reports on the conducted student survey, which cover students' satisfaction with: the courses they attended and the knowledge/skills/competences they acquired, the design and organization of the course, the student opinions on abilities of professors and their dedication to teaching, as well as the general review and assessment about general services provided by the University. The survey is conducted in accordance with the format prescribed by the internal regulations, to inspect the quality of teaching, and to review the learning outcomes for the purpose of continuous improvement.

As an input for the interpretation of the level of quality, the annual graduate survey as well as periodic alumni surveys are used. Both surveys provide useful resources for planning further activities both at the administration and the education level. Centralisation of data collection enables continuous insight into the functioning of the entire quality assurance system and the quality of work.

For instance, while analysing the submitted information in 2021 it was established that the administration needs to improve certain work processes. In this regard, the management decided to introduce the ISO 9001:2015 quality standard for the General Secretariat.

⁶ ESG – [Standards and Guidelines for Quality Assurance in the European Higher Education Area \(ESG\) 2015](#)

Criterion 1.1

A higher education institution defines its vision and mission by which it effectively conducts its activities. The vision and mission have been developed and revised in consultation with relevant stakeholders and they are publicly available.

IUS Mission and Vision

IUS, as the only foundation and non-profit private university, since its establishment has paid special attention to defining and reviewing its mission, its purposefulness and specificity of the context in which it operates. Special attention was paid to the feasibility and reality of the mission, and to the clarity of the language in which it was written.

Mission

IUS strives to be an institution of inter-cultural understanding, intellectual growth, and long-term regional and global cooperation, achieved through the enrichment of students by innovative programs, academic and administrative excellence, strategic partnerships with regional and local industries, and purposeful research to promote regional and global well-being.

Vision

IUS will serve as a leading higher education institution in the region that provides quality education, community service, as a multi-cultural hub of scholarly activity focused on educational innovation, and the creation and application of knowledge through research and projects.

The mission and vision are revised when drafting strategic documents. Taking into account that the current IUS Strategy for the period 2022-2026 was drafted and adopted in the reporting period (2021)⁷, the mission and vision of IUS have been revised, harmonized with the official Quality Policy of the University, formally adopted and made [publicly available](#). This process included consultation with stakeholders, as well as the assessment of the real context in which the University operates.

⁷ More information about the IUS Strategy is presented in the following subcriteria.

The mission and vision of IUS are based on several important goals that are aligned with the University's Strategy, namely:

1. Dedication to continuous enriching students with innovative study programs, academic and administrative excellence, strategic partnerships with regional and local industries, and purposeful research, which promotes regional and global well-being.
2. IUS will continue to improve all segments of its activities on multi-cultural understanding, intellectual growth, and long-term regional and global cooperation.
3. IUS will be the leading higher education institution in the region, that provides quality education and serves the community.
4. Our University will continue to develop as a multicultural hub of scientific activities focused on innovation in education, creation and application of knowledge through research.

Criterion 1.2

The higher education institution has an effective system and procedures for the implementation, monitoring and further development of its strategy and action plans. A higher education institution develops and regularly reviews its strategy, in consultation with all relevant stakeholders. The strategy is formally adopted and made publicly available. It refers to the teaching process, research work/development of art and contribution to the development of society, including specific and achievable strategic goals and activities of higher education institutions.

There is an effective system for the development, implementation, and monitoring of the implementation of strategies and action plans at the University. The system is based on adopted and publicly available internal regulations, which prescribe relevant procedures. For the implementation and supervision of strategy-related procedures, the University established Strategic Management Body (SMB), chaired by the Rector of the University. The system also includes regular consultations with relevant stakeholders. The strategy is formally adopted and is publicly available through the university's website.

The procedure of drafting the current IUS Strategy for the period 2022-2026 was carried out during 2021. Given that the procedure was carried out in the reporting period, below we will provide a concrete example of practical application of the system for the development,

implementation and monitoring of the strategy and related action plans.

Strategic Management Body (SMB), established a *Working Group for Strategic Planning 2022-2026*. The Working Group worked in accordance with the SMB's instructions and guidelines, and in accordance with the internal act: [Decision on the procedures for development, adoption and implementation of IUS strategy.](#)⁸ The Working Group had the task of analysing the current level of implementation of the then valid strategy (2016-2021) and to develop an action plan of strategic planning activities that will be implemented in the coming period. This includes list the activities, appointment the holders thereof, and the deadlines and methods of the Action Plan realisation. The Working Group held mostly regular weekly online meetings through the Teams platform, but also met in person to the extent that the epidemiological conditions of the time allowed. The discussion topics were as follows: reports of working sub-groups, results of surveys with stakeholders, current legislative framework, general strategy's structures in the field of higher education, as well as external and internal context in which the university operates and predictable risks in work. As part of the strategic planning process, IUS consulted the Founder, members of the Board of Trustees, academic and administrative staff, students, and industry representatives.

We asked them for an opinion on the university's mission and vision, as well as goals they thought should be a priority to make realistic strategic predictions about how we can improve our students' competencies in a constantly changing global environment. Their feedback confirmed our core values, but also pointed to the need for deeper and longer-lasting partnerships with the industry, more hours of practical teaching, the need to introduce innovative study programs, which are in demand in the labour market, the need to intensify career counselling for students, focus on applied research oriented to influence, and focus on recognition of diplomas beyond the borders of BiH. As a result of the above activities and guidelines that we received from stakeholders, a draft strategic plan of the IUS for the period 2022-2026 was prepared. The University Board of Trustees adopted the five-year [IUS Strategic Plan for the period 2022-2026](#) (hereinafter referred to as the "Strategy") at the end of December 2021. The strategy established the main directions of development, strategic goals, and revised mission and vision. At the same time the Strategy incorporated strategic commitments of the Sarajevo Canton and other development strategies in Bosnia and

⁸ Board of Trustees, Decision No. IUS-UO08-33/2011

Herzegovina into its goals. Furthermore, reference was made to current global trends in higher education, especially within the framework of the EHEA. Within the Strategy, an Action Plan for the Implementation of the Strategy has been developed, which contains operational objectives, measurable indicators, deadlines, and risks related to the Strategy implementation.

The Strategy 2022-2026 is the result of a careful analysis of the IUS past, an assessment of its current environment, including risks and opportunities, an analysis of internal strengths and weaknesses, and represents a realistic response to the expectations of stakeholders.

The implementation of measures on the development of the five-year IUS Strategy resulted in:

- Adoption of IUS Strategic Plan for the 2022-2026
- Submitting a Report on the Implementation of the Strategy to the Ministry of Science, Higher Education of Youth of Sarajevo Canton for 2022.

At the operational level, the implementation of the Strategy is directly supervised by the aforementioned "Strategic Management Body (SMB)", which further submits the Report along with a proposal for preventive and corrective measures to the IUS Board of Trustees for further consideration and adoption. One example of corrective measures was the necessity for IUS to revise a certain number of indicators from the Action Plan in order for monitoring procedures to be more effective. In this regard, a new set of indicators has been proposed, and the approval procedure is in the implementation phase.

The IUS Strategy 2022-2026 is publicly available on the IUS website. The figure below illustrates the synergy of the main goals and operational objectives of the IUS Strategy.

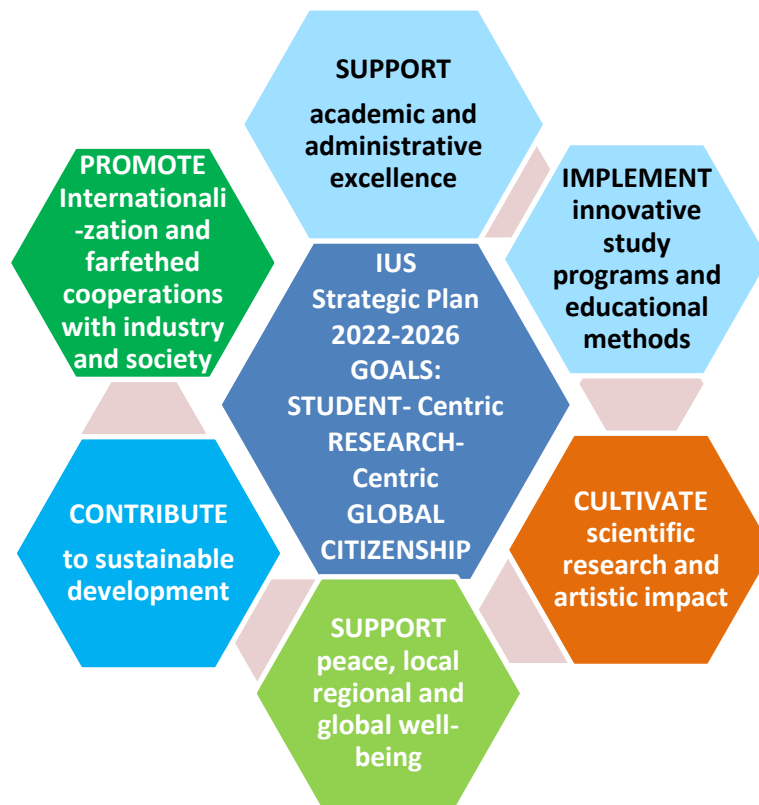


Figure 1: IUS Strategic Goals

Criterion 1.3

A higher education institution has formally defined and publicly available policies and procedures for internal quality assurance, which include clear responsibilities. These procedures are in line with the strategy of the higher education institution.

The establishment of the system of internal quality assurance is a strategic decision of the highest governing bodies of the IUS. The internal QA system is based on the legislation, mission and vision of the University, Strategy, and QA Policy. The internal QA system aims to improve the functioning of the IUS and ensure continuous quality enhancement including cooperation with all stakeholders.

QA Policy is presented in the introductory part (Criterion 1). In order to effectively implement the QA Policy in practice, the University established relevant procedures and an effective organizational structure. The internal QA procedures are defined in the aforementioned QA Rule Book, Book of Rules on the Establishment and Development of the

Internal System of Quality Assurance and Quality Management at the International University of Sarajevo (IUS) – skraćeno QA Rule Book/ Pravilnik QA-a. The purpose of the QA Rulebook is to ensure an effective system for the implementation of QA Policy, achievement of the mission and vision, and strategic goals of the University. By applying the QA Rulebook, the collection, availability, and quality of data, relevant for the improvement of work processes, has been significantly improved in order to provide the highest quality of education, scientific research and artistic work, as well as to serve local and global community, which also connects the University's Strategy with quality assurance. The QA Rule Book, more precisely the Annexes of the Rule Book, regulate the type of data, the method of collection and data processing and the proposal of their interpretation through key performance indicators (KPIs) acceptable for the context in which the University operates. As previously stated, based on the collected data, QA Office publishes the "IUS End of Year Report - EoY", every year (July). The Report is of an internal nature and mainly deals with comparing statistical data and performance of IUS in the past academic year with available public data on higher education published by statistical bureaus, all with the aim of improving internal quality assurance. EoY shows data relating to students, teaching, GPA (grade point average) and CGPA (cumulative grade point average) for all courses completed in the past academic year, data on scientific-research and artistic work, projects, internationalisation and mobility, results of conducted student surveys, as well as IUS world rankings for the previous academic year.

The system of internal quality assurance is based on the following internal regulations:

- Statement about mission, vision and goals of the International University of Sarajevo
- Statute of the International University of Sarajevo
- IUS Strategic Plan 2022-2026
- Decision on Procedures for Developing, Adopting and Implementation of IUS Strategy
- Book of Rules on the establishment and development of the internal system of quality assurance and quality management at the International University of Sarajevo (IUS)- QA Rule Book
- Quality Assurance Policy Statement
- Procedures for internal quality assurance, 11–1064/11
- Quality Assurance Office Policy
- Book of Rules on Adoption, Changes And Evaluation of Study Programs at the International University of Sarajevo

- Rules of Procedure of the Committee for Monitoring Study Programs (Curriculum Committee) at International University of Sarajevo (IUS)
- *Methods for monitoring obligations of academic staff – to be revised⁹*
- Academic Staff Evaluation

The IUS quality assurance system is based on ESG standards and guidelines, the national legal framework in this area as well as the ISO 9001 quality management standard system. The quality assurance system is realized through a clearly defined and transparent legal and organizational framework. Our QA system consists of internal acts, a set of procedures and processes for quality management and bodies responsible for the functioning of the system. The system is periodically evaluated and revised if necessary.

The University's bodies in charge of quality assurance are as follows:

- i. Board of Trustees/Senate
- ii. Internal Quality Assurance Committee (University Council)
- iii. Office of Quality Assurance
- iv. Faculty Councils

Generally, all organizational units of the University provide support to these bodies in terms of data submission, reports, action plans drafting, etc. Below is a summary of the functions of previously mentioned QA bodies:

Board of Trustees and Senate

The decision on the establishment and improvement of the internal QA system is proposed by the Senate. The decision is further discussed and adopted by the Board of Trustees. The Board of Trustees is directly responsible to the Founder for the University's operations and results, and it is authorised to seek information from all University's bodies.

Internal Quality Assurance Committee- IQAC (University Council)

IQAC is an expert advisory body that responds to the Rector and is tasked with initiating,

⁹ As stated in the introduction to this criterion, during conducting the process of self-evaluation, it was found that some regulations are sketchy, difficult to enforce or outdated. They are currently being revised and repealed, but they are listed here because they were in force during the period under consideration. The transition to paperless E-campus will inevitably affect the changes to many regulations, currently valid.

monitoring, and enhancing the quality of teaching, research and other activities at the University level. Also, this body is responsible for maintaining and improving the quality and efficiency of work and providing advice in the process of external/internal evaluations/audits and accreditation of the University and study programs. IQAC work is supported by the Working Group for Internal Quality Assurance which is chaired by the Rector or the Vice Rector who is in charge of QA Office. The Working Group meets occasionally, as necessary.

Quality Assurance Office (QA Office)

Quality Assurance Office (QA Office) is the central unit for internal quality assurance system implementation at the University. IUS Board of Trustees established the QA Office as an independent body of the University, operating within the Rector's Office. The main competences of the QA Office are:

- drafting proposals for internal acts and forms related to the field of quality assurance in accordance with the ESG and the national legal framework;
- following changes in legislation in the field of quality assurance;
- coordination of activities related to external quality evaluation (accreditation) of the institution and study programmes;
- enhancing quality culture through organizing workshops, lectures and dissemination of information;
- processing requests for curricula changes according to the applicable regulations;
- conducting student surveys at the semester level, and reporting on the results;
- collecting information about study programs and reporting on results;
- establishing and maintaining the Register of Study Programs;
- providing continuous support and cooperation to all internal and external stakeholders in the field of quality assurance;
- monitoring of quality assurance processes and proposing measures for improvement;
- cooperation with and support for faculty quality assurance boards.

QA Office is run by an Office Manager with two assistants. The staff of the QA office is well

-qualified and experienced in the quality assurance field and other university operations.

Criterion 1.4

Internal quality assurance uses the opinions of internal and external stakeholders, as well as data from information systems as well as from monitoring and evaluation systems.

IUS continuously collects data through surveys, focus groups, and its information system. The collected data is used for process analysis, planning and quality enhancements.

QA Office conducts various surveys with internal and external stakeholders in order to obtain feedback on the quality of teaching and learning, scientific research and services to the community. The procedures for conducting surveys with stakeholders are elaborated by the Annexes of the QA Rule Book. Some of the collection methods are presented in the table below.

Table 1: Methods of collecting information from stakeholders

METHODS USED FOR THE PURPOSE OF GATHERING THE OPINIONS OF EXTERNAL AND INTERNAL STAKEHOLDERS	ACADEMIC STAFF	ADMINISTRATION	UNIVERSITY MANAGEMENT	STUDENTS	EXTERNAL STAKEHOLDERS	ALUMNI
By participating in voting-eligible governance structures (e.g. Senate, Faculty Councils, etc.)	√	–	√	√	–	–
By participating in expert and advisory bodies and commissions	√	√	√	√	√	√
By participating in self-evaluation activities	√	√	–	√	–	–
Officially or non-officially, if necessary, at the request of the University	√	√	√	√	√	√
By participating in surveys on a regular basis	–	–	–	√	–	√

Students, as the most important stakeholders, express their opinion on each course they took, and lecturers' performance, at the end of each semester through established procedures on conducting student surveys. QA Office conducts a survey and then compiles a Student Survey Report. The Student Survey Report includes both qualitative and quantitative data. The Report is further analyzed and processed by higher management, and then the whole process ends with the adoption of corrective and preventive measures. Unlike students, other stakeholders, such as representatives of industry and alumni, are consulted periodically, usually during strategic planning.

The Law on Higher Education in Sarajevo Canton (2017) stipulated the obligation of higher education institutions to establish cooperation with the Employment Office of Sarajevo Canton, the Chamber of Commerce of Sarajevo Canton and the Employers' Association of Sarajevo Canton, which IUS has consistently applied and implemented. This provided the basis and incentive for higher education institutions to continue with the process of further development of the system of promoting knowledge and skills and developing entrepreneurial dimensions of knowledge transfer.

Information about scientific/artistic output (scientific articles and other types of publications) is collected through the E-campus web platform, which has been developed in-house. This information is used during the evaluation process of academic staff, as well as in the creation of reports on the work of the University.

Furthermore, representatives of IUS have actively participated in the processes of drafting documents for the development of science and higher education in Sarajevo Canton, which improved cooperation between IUS and its stakeholders from the Sarajevo Canton government. Also, similar successful cooperation and continuous exchange of information was established with agencies and centres at the state level, i.e. Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina and Centre for Information and Recognition of Qualifications in Higher Education.

Criterion 1.5

The internal quality assurance system is aimed at continuous improvement of the higher education institution and provides support to the improvement of the teaching process, research work / art development, contributes to the society development and to improvement of management and administrative processes.

The internal quality assurance system at IUS is continuously reviewed and upgraded in order to provide adequate, and especially timely, support to the teaching process, scientific research and artistic work, administrative work.

Special attention was paid to the digitalisation of work processes. QA Office initiated and implemented the digitalisation of the process of curricula changing, which resulted in major time savings for all participants in the process, and, consequently, reduction of paper use. The web platform, E-campus, is continuously upgraded, and contributes significantly to improving the quality of teaching in terms of transparency (e.g. updated syllabi of all courses are publically available before the beginning of the semester, while they are electronically archived at the end of the semester). This process is also important from the aspect of evaluation of study programs that is carried out by faculties at the end of the academic year.

Finally, the process of digitalisation of student surveys¹⁰ has enabled higher student turnout, and more convenient way for students to provide comments. By comparing with previous years, we noticed that the comments are more constructive, which speaks volumes about gradual trust building between students and IUS maturing as an institution.

Support to Teaching and Learning Improvement

Support to the improvement of the teaching and learning is realised through cooperation of the University with stakeholders, but primarily students. This is done through regular or periodic surveys procedures, which are elaborated in the QA Rule Book. Survey feedback is analysed at the level of governance bodies, who adopt measures for improvement of the teaching process. For example, through a survey, students have expressed interest in more hours of practical instruction. By analysing this student request, and in line with the available resources, relevant hours of practical teaching are organized. Thus, students of Computer Science and Software Engineering had the opportunity to attend useful lectures delivered by experts from relevant sectors. Law students attended trials that were open to the public and visited many relevant institutions such as the Prison in Zenica. Mechanical Engineering students had the opportunity to visit and get acquainted with advanced energy technologies during their visit to the Kakanj Thermal Power Plant.

¹⁰ Through student survey, IUS has been following student comments since 2011.

One of the aspects of improving the professional development and teaching process is periodic workshops for academic staff organised by the QA Office. One such workshop was held for all IUS academicians by faculties, and the topic was "Quality Assurance and Learning Outcomes".

The official process of student complaints is yet another input for the process of teaching, analysing and introducing possible improvements.

Support to Research and Art Development

Scientific research and art development is supported by providing resources, including direct funding.

Through the process of self-evaluation, each member of the academic staff fills out evaluation forms through the IUS web platform, E-campus. The evaluation process of academic staff is regulated by the Statute of the IUS.

Research and art projects are supported by the Research and Development Center and the Office of Sponsored Projects. QA Office measures the efficiency of the work of these organizational units by surveying direct users of their services, i.e. academic and administrative staff. The report is submitted to the management who is in charge of further analysing and adopting measures for improvement.

Support for administrative processes

At the administrative level, quality assurance processes are based on ISO 9001:2015 Quality Management System. More specifically, administrative processes have begun to improve more intensively from 2021 upon the University decision to introduce ISO 9001 QMS standards to the General Secretariat. This decision is also aligned with the IUS Strategy 2022-2026 goal: *“To support academic and administrative excellence.”*

The external certification agency, „TUV Thüringen“, was selected to perform an external audit of the administrative units of the IUS. The external audit was conducted on July 6, 2022, upon which IUS General Secretariat was awarded a QMS certification according to BAS EN ISO 9001:2015. The certificate refers to the administrative management of the General Secretariat (GS) of the University, whose scope of application is the provision of administrative and technical services. The certification is valid until 2025, with regular,

planned, external audits on an annual basis. Hence, the certification was renewed in 2023. During February 2024, 8 IUS administrative employees passed the exam for the internal auditor of the Quality Management System according to the requirements of BAS EN ISO 9001:2015 and BAS EN ISP 19011:2018. In the same period an internal audit of the selected administrative units was carried out in the presence of an external expert, all with the aim of continuing improvement of implementation of the QMS.

Criterion 1.6

The higher education institution has a strategy for international aspects of work that is aligned with the strategy of the institution and in which an overview of its international activities such as international projects, bilateral agreements, joint programs, etc. is given.

One of the strategic goals of IUS is “to become a globally recognized and leading higher education institution in the region, providing quality education and research opportunities to students and researchers.” In order to achieve this goal, IUS has developed Strategic Plan for 2022-2026, which describes in detail the international aspects of the University activities. The IUS Internationalisation Strategy 2022-2026 is aligned with the objectives outlined in the mentioned IUS Strategic Plan, focusing on expanding international cooperation, attracting talented students and academic staff from around the world, and advancing global engagement and promoting intercultural understanding. The strategy defines the following key areas for improving the international work of the University:

- Strengthening international partnerships
- Improving student recruitment
- Mobility of academic staff
- Research collaborations
- Internationalization of curricula
- Diversity and inclusivity
- Incorporation of alumni

3.2 CRITERION 2. Development and approval of study programs

Criterion 2.1

A higher education institution has established procedures for creating and adopting study programs that are in accordance with the strategy of the higher education institution.

Procedures for adoption, establishing, changes and evaluation of study programs are defined in the rule book, as follows: Book Of Rules On Adoption, Changes And Evaluation Of Study Programs At The International University Of Sarajevo (SP Rule Book). Legal and QA teams drafted the SP Rulebook, which was adopted in 2023. SP Rule Book provides clear and unambiguous instructions regarding study programs. It is harmonised with the Law on Higher Education of Sarajevo Canton, as well as subsequently adopted bylaws.

The SP Rulebook defines the procedure of adoption of new study programs. It also defines the methods to be applied to changes and the evaluation of the existing study programs in all study cycles, as well as other forms of education by applying the SP Rule Book, the improvements have been observed in several areas such as reducing time required to implement changes in study programs by digitalising processes and by electronic archiving. The SP Rulebook also regulates the ways of cancelling or temporary suspension of study programs and/or courses within study programs. The procedure prescribes the way of recording information, responsibilities, sequence, deadlines for regular monitoring, review, changes, additions, modernisation and evaluation of study programs in all study cycles and other forms of education which are carried out at the higher education institution.

The Curriculum Committee, as a permanent university committee appointed by the Rector, considers proposals, and provides opinion for the introduction of new study programs. It also considers requests and provides opinions for amendments to existing study programs which may include major or minor changes of a study program under the consideration. As a rule, the Curriculum Committee meets in the first half of April to consider proposals for major changes to study programs, as well as the introduction of new study programs, and, in the second half of June and the second half of December, it considers proposals for minor changes to study programs. Mode of work and selection of members of the Curriculum Committee is defined in the Rules of Procedure of the Committee for Monitoring of Study Programs (Curriculum Committee) at the International University of Sarajevo.

The proposal for opening a new study program is made by the Faculty Council, which submits an elaborate on the establishment of a new study program to the QA Office on a prescribed form F-166. The Elaborate Form, consists of the following parts:

1. Elaboration for starting a new study program.
2. Justification for the initiation of a new study program based on the conducted needs

analysis, which must include the opinion of diverse.

3. Compliance of the proposal for launching a new study program in relation to the inputs from the strategic development of Sarajevo Canton.
4. Explanation of the contribution of the new study program to the Sustainable Development Goals (SDG) and the general quality of life in Sarajevo Canton, BiH and the region.
5. A brief analysis of the employability of graduates from the proposed study program, which includes the opinion of three companies relevant to the proposed study program and a survey conducted on employment opportunities.
6. Comparability with existing study programs in the EU or the world, as well as the added value/innovativeness of the proposed program.
7. Learning outcomes are determined and described at each level of the study program and are aligned with qualification framework, i.e. the basics of the Qualification Framework in Bosnia and Herzegovina and the Qualification Framework of the European Higher Education Area (QF-EHEA).
8. Correlation matrix of learning outcomes of qualification standards with learning outcomes of the proposed study program.
9. Reference to relevant parts of the Strategy 2022-2026.
10. Information about the available institutions where student internships and the practical part of teaching or research are planned.
11. Curriculum and syllabi must contain at least: an overview of required and elective courses, i.e. content of teaching material for each course (divided according to the number of weeks/teaching units in one semester), student workload per course expressed in ECTS, methods of assessment and evaluating students' continuous knowledge acquisition, ECTS value for the final thesis on the first and second cycle of studies, quality assurance methods, list of mandatory and additional literature for each course, list of specific equipment for conducting the program/course according to the requirements of the scientific/artistic field.

After receiving a positive opinion from the Curriculum Committee on the submitted

elaborates proposal, the Faculty Council sends the request for approval to the Senate of the University. Before the Senate makes the final decision, the proposal for a new study program must be approved by the Board of Trustees.

In accordance with Article 27, paragraph (4) of the *Rulebook on the Procedure for Establishing and Determining Conditions for Recording in the register of accredited higher education institutions in Sarajevo Canton and the register of accredited study programs of higher education institutions of Sarajevo Canton (Official Gazette of Sarajevo Canton No. 46/23)*, the obligation of a higher education institution is to inform the Ministry of Education, Science and Youth of the Sarajevo Canton about starting a new study program or applying changes to the existing study program.

In addition to the above-mentioned procedure for establishing new study programs, the University has also regulated the procedures on changes in the existing study programs. It is important to note that activities on the revision of existing study programs are also closely related to the establishment of new or freezing the status of inactive study programs.

Study programs are regularly reviewed and supplemented with courses that deal with contemporary topics and new technologies, with the aim of equipping students for further career advancement. We will mention only a few subjects that have been introduced into study programs in the last five years: *International Business Law* (Faculty of Law), *Basic Principles of Animation* (Faculty of Arts and Social Sciences, study program of Visual Arts and Visual Communication Design), *Environmental Impact Assessment* (Faculty of Engineering and Natural Sciences; Architecture study program), *Modern Approaches to Genome Analysis* (Faculty of Engineering and Natural Sciences; Genetics and Bioengineering study program), *Fundamentals and Principles of Quantum Computing Cyber Security* (Faculty of Engineering and Natural Sciences; Computer Science study program), *Introduction to Academic Writing* (Faculty of Arts and Social Sciences, study program of English Language and Literature).

In accordance with the IUS vision and mission, the Strategy 2022-2026, the Development Strategy of Sarajevo Canton 2021-2027, the Law on Higher Education of Sarajevo Canton, as well as an in-depth analysis and survey of public opinion, and university stakeholders' opinion, and following contemporary world trends in science and the labour market, the International University of Sarajevo (IUS) has decided to open new study programs as of academic year 2023/24. These are:

- Management in Hospitality and Tourism, Department of Economics and Management, FBA, I cycle of studies (abbreviated: HTM),
- Artificial Intelligence and Data Engineering (abbreviated: AIDE), Department of Technical Sciences, FENS, 1st study cycle,
- Computational Biology, Department of Natural Sciences, FENS, II study cycle.

Since 2018 the University has established its collective internal register of study programs. The collective register of study programs is maintained and updated by the Quality Assurance Office. The decision that more precisely prescribes the registration procedure, appearance and content, management method and other relevant issues related to the register referred to in this article is made by the Rector.

The evaluation of the study program is carried out by applying the internal quality assurance system in accordance with the provisions of the Law on Higher Education of the Canton of Sarajevo, the Decisions of the Agency for the Development of Higher Education and Quality Assurance (HEA), as well as the internal regulations of IUS.

The Faculty Council, in accordance with the Law on Higher Education, initiates and evaluates the study program for all study cycles. The procedure of internal program evaluation (self-evaluation) is carried out continuously and at least once after the end of the study cycle. The procedure of internal program evaluation (self-evaluation) for a new study program is carried out for the first time in the academic year that follows after the first generation of students has completed the study program. The periodic evaluation of study programs results in the implementation of a self-evaluation process and the creation of an internal Study Program Self-Evaluation Report (SER). It is also a prerequisite for the external evaluation procedure and ultimately the accreditation of the program.

Criterion 2.2

The higher education institution has established procedures to ensure that the planned learning outcomes and the use of the credit system expressed through ECTS credits are in accordance with the applicable qualification framework, that they are applied to all study programs, and that opportunities for acquiring knowledge and skills outside the institution are provided.

Since its establishment, IUS has been using the European Credit Transfer and Accumulation

System (ECTS). The number of ECTS points for each course is determined by the criterion of student workload i.e. the total time spent by the student on a specific course, i.e. in classes (theoretical and/or practical classes, tutorials, seminar papers), independent learning (homework, projects, research papers), and other activities provided within the course.

The Book of Rules on Adoption, Changes And Evaluation of Study Programs (SP Rule Book) prescribes the criteria and cycles in which the University adopts and continuously adjusts study programs so that the learning outcomes are defined and harmonized with the generic descriptors of the qualification levels contained in the Decision on the Adoption of the Basics of the Qualification Framework in Bosnia and Herzegovina ("Official Gazette of Bosnia and Herzegovina", number 31/11). The core of the European Qualification Framework (EQF), as well as the Proposal of the Qualification Framework of Bosnia and Herzegovina (NQF), consists of eight common reference levels in which knowledge, skills and competences are classified, mastering which a student achieves the intended learning outcomes.

In the case of the establishment of new study programs or self-evaluation of existing ones, the aforementioned rulebook (2023) stipulates the obligation to attach matrices given in predetermined formats, which form an integral part of the rulebook and are published on the website.

Acquiring knowledge and skills outside IUS is ensured through student internship. Student practice is a mandatory course in all study programs in the first cycle of studies, which is valorised with 6 ECTS credits.

The procedure for applying, monitoring and recording the implementation of student internships at the University is regulated in more detail by the Internship Rules and Regulation. After successfully completing the internship, students are required to obtain and submit a signed and certified report issued by the contracted employer.

Student exchange (Erasmus+, Mevlana and individual exchange) is another way of acquiring skills outside the home institution. Recognition of ECTS and successfully passed courses during exchange is regulated by Book of Rules on Participation on Exchange Programs. Each study program appoints responsible Coordinators for the exchange programs are appointed at each study program who oversee verifying the courses taken by students within the exchange program.

3.3 CRITERION 3. Learning, Teaching and Assessment focussed on student

Criterion 3.1

A higher education institution applies procedures that guarantee a fair, transparent and consistent way of students' assessment and provide for the possibility of student complaints. The procedures are formalized and are publicly available.

Our Statute is a fundamental internal regulation, which, among other things, prescribes the fundamental rights and obligations of students. The following rule books: Study Rules for the First and Integrated Study Cycles, Study Rules for the Second Study Cycle at IUS, Study Rules for the Third Study Cycle at IUS, regulate more detailed organisation and nominal duration of studies, the method of enrolment, suspension of rights and obligations of the student, the examination and assessment procedure, the conditions and procedure for conducting the final thesis, the appointment and replacement of mentors, the formation of commissions in the process of acquiring academic titles, checking plagiarism, the conditions for awarding a diploma, as well as other relevant topics related to the study. All exam activities, that form an integral part of the grade, are archived by the course holder, in accordance with the clearly established Instructions on Archiving. Assessment components and methods are designed by the course holder, while the lowest pass threshold is common for each course. Additionally, all assessment elements, which make up the grade, are part of the course syllabus. All courses' syllabi are regularly revised and updated before the start of each semester. The course syllabi are publicly available via www.ecampus.ius.edu.ba.

The IUS grading scale is prescribed by the IUS Statute.

Table 2: IUS Grade Scale

Grade Scale	IUS Grade Scale	IUS Grade Coefficient	Letter grade (BiH)	Numerical Grade (BiH)	Explanation of the Grade
0 - 44	F	0	F	5	5 (F) - does not meet the minimum requirements defined by learning outcomes
45 - 54	E	1			
55 - 64	C	2	E	6	6 (E) – meets the minimum requirements in achieving learning outcomes
65 - 69	C+	2.3	D	7	7 (D) - generally good in achieving learning outcomes, but with significant shortcomings
70 -74	B-	2.7			
75 - 79	B	3	C	8	8 (C) - average in achieving learning outcomes, with noticeable errors
80 - 84	B+	3.3			
85 - 94	A-	3.7	B	9	9 (B) - above average in achieving learning outcomes, with some errors
95 - 100	A	4	A	10	10 (A) - remarkable success in achieving learning outcomes without errors or with minor errors

The approximate dates of the exams are part of the academic calendar that is publicly available on the website ([Academic Calendar](#)). The exam schedules are published in a timely manner, on the website and on the notice boards of the faculties. The grades of the midterm and final exams are published in the Student Information System (SIS) within 5 working days from the day of the examination. As a part of information on the grade is also an indication of the student’ right to review the examination assessment through the established means of communication.

Students have right to appeal to grade. The Grade Appeal Process, i.e. the deadline, the method of establishment and the work of the exam re-evaluation commission, are prescribed by the Rulebook. The Process is initiated by a student request, on the form F-44/01. The form

is available on the IUS website, and in a printed version at the Student Affairs Office. This Process is formalised and clearly explained.

Criterion 3.2

A higher education institution encourages active student engagement in management processes.

The Statute contains provisions on student organisations (Section 4), and prescribes the right of students to organise themselves into a student organisation that includes representatives of all three study cycles. In addition, the student organization delegates students to University bodies (Senate, faculty councils, Ethics Council, Quality Assurance Office, etc.), which enables student participation in management, decision-making and improvement processes. Students' representatives participate equally in the work of these bodies, present their proposals, appeals and have the right to vote.

Furthermore, in order to encourage the active engagement of students, and in accordance with the Law on Student Organisations of the Sarajevo Canton, the University provides support for the work of student associations, such as space for work.

The IUS Student Parliament (SPIUS) was established and operates in accordance with the SPIUS Statute which prescribes the method of electing representatives to IUS bodies. The work of SPIUS is independent and transparent, and their activities can be seen on the IUS website or social networks.

In addition to the above, at the beginning of each academic year, an Orientation Day is organised for freshmen, during which freshmen have the opportunity to familiarise themselves with the work of all bodies and activities in which students participate.

The governing bodies and teaching staff encourage students to organise student clubs, which students lead independently (with the consultative role of one of the members of the academic staff). The practice of organizing the Day of Student Clubs was introduced, with the aim of introducing student clubs to as many students as possible.

The active engagement of students in quality improvement processes is also visible through their participation in anonymous student surveys. Namely, at the end of each semester, students fill out a survey for each course they have taken in that semester, where in addition

to evaluating the quality of the course and the way of transferring knowledge, they have the opportunity to make concrete suggestions for improving the teaching methods of that course through the comment section. The results of student surveys are available to course instructors and management, while average grades by program are available to the public. The results are the subject of discussions between the management and the academic staff, regarding their valorisation, and determining ways of improvement indicated in the surveys. Students have the right to appeal for the grade, and also the right to petition. A mailbox for complaints and compliments has been set up on the campus, which represents another way of active participation of students in the contribution of quality assurance. There is also an online version of the “mailbox”, with access by using a QR code.

Criterion 3.3

A higher education institution encourages and ensures the international mobility of students and employees and manages a system for disseminating their experiences and examples of good practice.

Internationalisation is one of our strategic goals of IUS (VI, point 7, Strategy 2022-2026). Mobility (exchange) of students, academic and administrative staff is regulated by the Book of Rules on Participation in Exchange Programs (hereinafter: *Rulebook on Exchange*). The mobility is most often done through the Erasmus+ program (active since 2014), Mevlana program (active since 2013) and through individual exchanges. All exchange programs have been promoted in a timely and transparent manner, both through messages to students/staff and through the website.

One of the recommendations of the external accreditation Commission was "the approval of a longer stay of academic staff in exchange programs." By adopting the *Rulebook on Exchange* the possibility of a longer stay of the academic staff is now enabled, given that Article 15. stipulates that the duration of the exchange is decided in each special case by the Rector, with the prior consent of the Dean and the General Secretary.

The table below shows data on the mobility of IUS students and staff over the past 11 years (source: IRO).

Table 3: Data on mobility since 2013

Academic year	Students		Staff		Total
	Outgoing	Incoming	Outgoing	Incoming	
2013/2014	6	5	0	3	14
2014/2015	2	11	0	8	21
2015/2016	23	21	20	9	73
2016/2017	76	40	41	34	191
2017/2018	76	29	84	71	260
2018/2019	105	45	51	32	233
2019/2020	40	30	5	3	47
2020/2021	0	0	0	0	0
2021/2022	31	26	84	58	199
2022/2023	39	29	48	101	217

As it can be seen, the number of outgoing and incoming mobility has been reduced in this reporting period due to *vis major* caused by the Covid19 pandemic. However, upon emerging from the critical two years of the pandemic (2020 and 2021), it is evident that the mobility of both students and academic staff has increased. This growth is also expected to be recorded in the coming period.

3.4 CRITERION 4. Enrolment and progression of students, recognition, and certification

Criterion 4.1

A higher education institution ensures adequate conditions and provides support to the academic progression of students, ensuring equal opportunities.

The basic criterion for admission to the International University of Sarajevo (IUS) is a completed four-year secondary school or equivalent education and passed the English language exam at B2 proficiency level. The entire enrolment process starts by public announcement of the *Competition for enrolment of students in the first year...of study cycles and faculties of IUS*. The entire procedure is carried out according to the established criteria.

IUS students are required to speak English at an advanced level in order to be able to attend classes conducted exclusively in English. The level of English language proficiency is proven by having internationally recognized certificates (TOEFL, IELTS, etc.) or passing the Proficiency Exam organized by the School of English (ELS) at the University.

IUS is a meeting place for students from over 40 different countries and diversity has always

been supported and encouraged by the management of IUS. The strategy of enrolling foreign students is implemented through a special administrative unit that deals exclusively with enrolment and support to students as foreign citizens.

IUS offers financial support to student candidates for admission through various forms of scholarships. Testing of knowledge of potential students, whose results are the basis for obtaining scholarships, is organized every year in March. Testing is not of an eliminatory character. Testing consists of questions and tasks. The test results are used to assess the motivation, ability and knowledge of candidates which are specific to relevant study programs. Scholarships are awarded to candidates who have shown the best results.

The issue of awarding scholarships is regulated by the *Rulebook on awarding scholarships at IUS*, which is publicly available on the University's website.

We strive to adjust our curricula to the needs of young people, as well as to the conditions prevailing in the labour markets. Classes in the second and third cycle of studies are fully adapted to employed students and are held after 5 p.m.

IUS provides adequate support to students in their academic progress, by creating an environment in which students have equal opportunities to learn and achieve success regardless of their previous achievements and abilities. Hence, IUS provides access to resources such as libraries, IT laboratories, laboratories related to specialist studies and research, etc. Furthermore, upon admission, IUS assigns an academic advisor for each student, who typically accompanies them until graduation. The English Language School offers peer-to-peer individualised programs for students who need learning support. A special office has been set up for this purpose. Also, within the Student Affairs Office there is a special office that takes care of the needs of students during the second and third cycle of studies.

Students consult their academic advisors on general issues related to the study such as registration and choice of courses per semester as well as performance analysis, while for internship/work placement or an exchange, students consult special advisors appointed by the faculty councils. An academic advisor can access the results of the student assigned to him/her. If deemed necessary, academic advisor proposes measures for a student to improve the results. This may include a change of the field of study in case that poor performance of the student is the result of a lack of interest in the study program s/he is attending. IUS has

adopted a Rulebook that defines the minimum of success that a student is obliged to achieve in order to continue his/her studies, and to prevent underperforming students from wasting their time and money unnecessarily.

In addition to academic progress, IUS students are encouraged to participate in extracurricular activities such as sports activities, work on projects outside of classes, participation in student clubs and organizations, etc. These activities are implemented through a special administrative unit called Student Center. Our Campus offers sports fields and other infrastructure that provides support for these activities.

Our students are involved in decision-making and policy-making processes at the University to ensure that students' needs are considered. They actively participate in the councils of all faculties, at Senate sessions, while the Student Parliament (SPIUS) is the official representative body of students that has been active for many years.

The system of study is adjusted to students with special needs, i.e. teaching is adapted in terms of providing learning support to this category of students. The Campus provides technical support in terms of access to all premises and educational materials. Several students in this category, most with visual impairments, have successfully graduated from IUS. Their success and progress are indicators that IUS provides good conditions for students with special needs. Through the dedication to this group of students, we want to send a message of encouragement to people with special needs to enrol in higher education institutions and continue their education. Candidates for enrolment with disabilities have the right to individualised approach during admission or studies, given that a specificity of the study program can offer such arrangement. In order to foster an inclusive and stimulating environments for all students, in December 2023, a team was formed to develop guidelines and procedures for the inclusion of students with disabilities. The guidelines aim to provide a structured approach for administrative services, academic staff and everyone involved in this process, fostering an inclusive and a stimulating environment.

IUS strives to create an inclusive environment in which all students can equally achieve their full potential, and this is the reason for the constant growth of the number of enrolled students. Policies and rules prohibiting discrimination are defined by the Statute and other internal regulations.

Criterion 4.2

The higher education institution has an established system for the recognition of qualifications and periods of study in accordance with the Lisbon Convention on the Recognition of Qualifications, as well as previous learning.

IUS has an established system and procedures for the recognition of qualifications obtained in other countries and the recognition of the period of study on the basis of the Book of Rules on Recognition of Foreign Higher Education Qualifications, adopted by the Senate.

Recognition procedures are harmonised with the Lisbon Convention and its fundamental principles.

IUS has established excellent cooperation with the national body, the Centre for Information and Recognition of Qualifications in Higher Education (CIP), that provides recommendations and issues official documents regarding the recognition of qualifications in Bosnia and Herzegovina. Each recognized qualification went through the CIP recommendation process. IUS has established a special office that deals with requests for academic and professional recognition. The Instructions for qualification recognition are provided on the web site. It is worthwhile to note that the number of requests has doubled in the last 2 years.

Criterion 4.3

The higher education institution provides students with a certificate of graduation, including a diploma supplement, in a timely manner.

The diploma and diploma supplement were designed and prepared according to the official forms of the Ministry of Science and Youth of Sarajevo Canton. Each student is guaranteed the issuance of a set of documents, upon successful completion of the study cycle, which includes the following:

- Diploma (bilingual, on one form);
- Diploma Supplement (in Bosnian and English);
- Graduation Certificate (in Bosnian and English), which contains the titles of the courses taken, grades, ECTS points, grade average for each semester, and overall grade average.

All prescribed forms are updated in a timely manner in accordance with the recommendations

of the HEA. Taking into account the importance of the timely issuance of the aforementioned documents, an efficient process has been established that guarantees students the issuance of a Graduation Certificate within 7 days, and a Diploma and Diploma Supplement within 30 days.

In the last semester of studies, the Student Affairs Office (SAO) informs students about the process of submitting an application for graduation. SAO provides students with clear instructions and information.

All necessary forms are available both in the SAO premises and online, through the website. The timely issuance of this type of document is not only an administrative task, but also a key part of supporting students in the steps they take after completing their studies. Also, a part of SAO staff members is responsible only to monitor the accuracy and timeliness of documents' issuance.

Records on issued diplomas, as well as their copies, are kept permanently, according to the regulations prescribed by the Ministry, while duplicates are issued according to the valid Regulations on Issuing Duplicate Diploma.

Instructions for starting the graduation process, as well as instructions for issuing a duplicate diploma, can be found on IUS web page.

3.5 CRITERION 5. Academic Staff

Human resources management at the University is based on the Statute and the applicable Law on Higher Education in Sarajevo Canton. The Board of Trustees of the University adopts the Book Of Rules On Labour Relations, and the Rulebook on Internal Systematisation and Organization of Workplaces. The Rector proposes measures for the improvement to the University bodies, decides on the establishment/termination of employment relationship, as well as on the rights, obligations and responsibilities of employees in accordance with the law and development planning by the Board of Trustees.

Administrative support for employees at the University is provided by the Personnel and Human Resources Office (hereinafter referred to as the HR Office), which, through a wide range of activities, continuously provides consulting services in all segments of labour relations, to both citizens of Bosnia and Herzegovina and foreign citizens. The HR Office has

relevant information about the University's staff, such as: gender, age, academic title, years of work at IUS, etc. At the head of this office is the Office Manager of, who is assisted by two associates.

Criterion 5.1

The higher education institution employs a sufficient number of academic staff.

Data on the number and structure of employees at IUS, as well as the student/teacher ratio, in the last four (academic) years are given in the tables below.

Table 4: Number and structure of employees in the last four years

ACADEMIC STAFF				
	2019/2020.	2020/2021.	2021/2022.	2022/23
Full professors	6	6	7	8
Associate professors	18	16	21	22
Assistant professors	40	41	39	30
Senior Assistants	16	11	8	11
Assistants	2	10	9	8
Professional Associates	0	0	5	4
Professor Emeritus	2	1	1	1
External experts	11	25	24	40
UKUPNO	95	110	114	124

In addition to the staff from Bosnia and Herzegovina, IUS also employs staff from thirteen other countries around the world, from the United States of America, Syria, Poland, Montenegro, Iran, Lebanon, Türkiye, Tunisia, Egypt, Ghana, Germany, Jordan and Belarus.

Also, 35 English language instructors are employed at the English Language School (ELS), who do not belong to the academic staff in the sense of the Law on Higher Education, but who certainly play a significant role in preparing students for attending studies in English at the IUS faculties.

In addition, 48 members of the administrative staff (university services, faculty administration, and ELS administration) and 26 members of the technical staff (hygienists, security guards, maintenance workers...) are also employed as direct or indirect support to the

teaching process.

Accordingly, and especially taking into account the integrated and interdisciplinary nature of our institution and study programs, the University has engaged a sufficient number of academic and non-academic staff for the smooth implementation of all study programs.

The University regularly conducts an analysis of the academic staff based on the following indicators:

- Teaching implementation plans - Before the beginning of each academic year, upon the proposal of the Council of Organizational Units, the rector decides on a teaching implementation plan with teaching responsibilities at the University for a given academic year/semester. The implementation of this decision is continuously monitored by the Council and the Rector, and is harmonized with the valid Standards.
- HR Office reports the relevant information, such as: number, gender, age, length of service, academic titles, ratio of the number of full-time employees and external associates, to the QA Office twice a year (at the end of March and October). The mentioned data goes through the Plan-Do-Check-Act cycle, as defined by the QA Rule Book.

According to the Standards and Norms for the Performance of Higher Education Activities in the Sarajevo Canton "Official Gazette of the Sarajevo Canton", No. 17/19, a higher education institution may perform higher education activities if it has the required number of full-time teaching and non-teaching staff, i.e. two-thirds (2/3) of academic staff, two-thirds (2/3) of associates and two-thirds (2/3) of other full-time employees, in accordance with the requirements of the study programs implemented.

According to the mentioned numbers, we can say that the University fulfils the mentioned Criterion, as well as that it is dedicatedly working on additional strengthening of the capacity in terms of the academic staff involved in the teaching process. The Standards stated that the optimal teaching load for a teacher within a 40-hour work week is 4-5 hours, with the same Standards also allowing work beyond the stated norm. The teaching load of teachers at IUS is 9 hours of teaching per week.

Criterion 5.2

The higher education institution prepares an employment plan and career development planning, in accordance with the analysis that is carried out regularly.

IUS management continuously strives to strengthen and expand the pool of academic staff, in accordance with the dynamic plans and plans of teaching coverage. Before the beginning of the academic year, the faculties submit an annual dynamic plan of needs for the announcement of vacancies to the Senate and the Board of Trustees. The plan approved by the Board of Trustees is directly related to the teaching implementation plan for the given academic year, which is adopted by the Senate on the proposal of the Faculty council, while the entire process is initiated by the Dean of the organizational unit. The higher education institution prepares an employment plan and career development planning, in accordance with the analysis that is carried out regularly. Both documents, which result from the above elaborated procedures, are directly based on the analysis of human resources in relation to the needs of the teaching process. It should also be noted that the plan for the implementation of classes is prepared in line with the Standards and norms in the field of higher education in Sarajevo Canton, regarding the weekly teaching hours. If there is a shortage of staff in a certain area, a vacancy is announced, locally and internationally. IUS advertises vacancies on several platforms such as HigherEdJobs, LinkedIn, mojposao, IUS website, etc. Regarding planning the professional development of the academic staff, according to the IUS Statute, the faculty council considers requests and determines proposals for the professional development of academic staff at home and abroad, which are both, a right and an obligation, for the academic staff, and which are considered by the University Management. There are several types to promote and encourage academic staff for professional development, which will be further discussed in Criterion 5.4.

For the staff of the Lifelong Learning Center (IUS Life) and the English language School (ELS), the work of supervision and proposals for the announcement of vacancies is performed by the Director of the Center. For example, in view of the increase in the number of foreign students, 16 new English language instructors were hired in 2022, in order to meet the increased need for staff and ensure the high-quality work of the IUS Life, i.e. ELS. The number of required personnel in the IUS Life or ELS directly depends on the number of participants. Therefore, short-term employment plans for additional personnel are drawn up

accordingly. The management of the school plans and implements professional development programs for instructors in accordance with the indicated needs. During the year, the work of each instructor is evaluated, and it is considered whether there is a need to improve any aspects of the work. There is an officially appointed Coordinator of Professional Development in the ELS who directly participates in the mentioned process. As an example of regular professional development is the ELS instructor's attendance to the International Conference in Belgrade, every year, as well as numerous online courses that can be attended, as well as the possibility of providing support for individual types of professional development.

For administrative and technical staff, the Secretary General, with the support of the Human Resources (HR) Office, continuously monitors staffing needs in the work processes, and proposes to the Rector the announcement of a vacancies for hiring new employees, redeployment of staff, or closing certain positions. A detailed analysis and adjustment of the systematization of workplaces to the needs of the work process is regularly carried out by the HR Office, in consultation with the Rector and the General Secretary. During the previous years, there were several interventions in systematization by the Board of Trustees, and at the Rector's proposal, analyses of human resources for administrative and technical staff were carried out. The management of IUS constantly monitors the situation at the local, regional and global level. Given the uncertainties in these trends, it is very difficult to make multi-year staffing plans. Regarding planning for the professional development of administrative and technical staff, the IUS Management is currently working on finding the best model for professional development planning for this category of employees. Also, HR Office is working on proposing clear procedures by the end of the current semester. This category of employees is certainly encouraged to participate in appropriate professional development programs, as evidenced by the large number of participants in individual programs, Erasmus+ trainings and collective trainings organized by IUS.

According to all of the above, it can be said that, currently, as far as employment planning is concerned, IUS operates on one-year dynamic employment plans for academic staff, and ad-hoc vacancy announcements for administrative, technical and ELS staff, according to the needs of the work process and in accordance with the systematization of jobs. As far as career development planning is concerned, planning has been done periodically for all categories of employees, as needed, and there is also an initiative to additionally regulate this area with

new documents for certain categories of workers at IUS, so that planning is done regularly and in a unified manner.

Criterion 5.3

The higher education institution applies fair and transparent processes and procedures in hiring and promoting employees. The procedures are determined in advance, are publicly available and are in accordance with the applicable legal regulations. The members of the academic staff selection committee are competent in the given scientific/artistic field (fields and branches) in which the candidate seeks academic appointments.

The procedures, according to which the academic appointments and promotion of academic staff at IUS are carried out, are defined by the Law on Higher Education, the Statute and Procedure On Academic Appointments and Promotion in Scientific Fields at the International University Of Sarajevo. The documents that regulate the procedures and selection of candidates are transparent, published in advance and harmonized with the Law on Higher Education of the Sarajevo Canton. The selection and promotion process is led by a Commission appointed by the Faculty Council, where the majority of members must be from the same field while the other members are from a related field. The members of the Selection Committee must be in the same or higher position than the position to which the candidate is selected. Members of the commission evaluate the record of the candidate's scientific contribution and success in teaching according to the data from the candidate's application. Authoritative scientific publications for the purposes of promotion and election to an academic title are publications published in journals listed in the Register of Publications, in accordance with the Law on Higher Education. The selection procedure for academic positions is clearly defined, transparent and is carried out on the basis of a public competition published in one of the daily newspapers in Bosnia and Herzegovina and on the IUS website.

Criterion 5.4

The higher education institution provides opportunities for professional development of all its employees and encourages them to take advantage of these opportunities.

IUS continuously implements measures to encourage academic staff in the segment of professional and academic development. This can be seen through: financial incentives for publishing scientific, professional and artistic works, (regulated by the Book Of Rules On Incentives Policy And Financial Support For Full-Time Academic Staff At The International

University Of Sarajevo.) financing publishing activities (in line with the Book of Rules on Publishing Activities at IUS), providing support to the process of application for scientific projects through the Office of Sponsored Projects, providing opportunities of using the right to paid or unpaid leave for the purpose of professional development, attendance at conferences and other types of staff education, which is regulated in detail in Leave Procedure for Academic Staff and Leave Procedure for Administrative Staff.

The list of academic staff who received financial support prescribed by the Rulebook on Incentive Policy and Financial Support for Publishing Books, Participation in Conferences and Professional Development is kept in the Finance and Economic Affairs Service, along with accompanying documentation attached to the request for support. During 2015, IUS established Office of Sponsored Projects with the aim of providing support to academic staff in seeking and conducting externally funded projects. An additional incentive for the professional development and improvement of all employees' profiles is represented by financial incentives for attending various types of training organised by the Lifelong Learning Center (IUS Life), which offers a large number of courses, from linguistics, arts to courses in the field of technical sciences.

In 2022, professional development opportunities continued through QEDEX (www.qedex.org), an organization with headquarters in the UK, and branches in the USA, the MENA region and India. The QEDEX platform offered professional development modules for all employees of the University, in order to continue their lifelong learning and professional development. IUS has purchased individual licenses for each staff member, who is required to attend online modules in consultation with their Dean/Manager/Supervisor. Upon completion of the selected modules, each staff member, as well as his or her supervisor, receives a progress report and possibly certificates of successful completion of the agreed modules.

Some of the courses that our academic staff members have taken through the Qedex platform are:

- Essentials of effective teaching
- Designing and delivering online courses
- Online learning assessment

In addition to the Qedex online platform, a large number of IUS employees participated in workshops, round tables and meetings, on topics related to their respective jobs. The most important of them is the training within the ISO 9001:2015 certification.

Participation in the Erasmus+ exchange of IUS employees is an additional opportunity for professional development. In addition to mobility programs such as Erasmus+, IUS also provides internal funds for professional training in the country and the world, as well as training within the projects implemented at IUS. Thus, academic staff and students engaged in projects have the opportunity to stay abroad according to the needs of the project and in accordance with the conditions specified by the grant.

The mentioned types of professional training are financed from the University budget, through the participation of institutions organizing conferences and trainings, through Erasmus+ grants, and sometimes through the participation of the employees themselves.

The table below contains data on professional training in the last 5 years.

Table 5: Professional development in the last five years 5 godina

	2019	2020	2021	2022	2023	Total
Education (i.e. Granulo doo ZOP/ZNR)	157	2	170		196	525
Conferences/Seminars/Workshops/Symposia		20	13	58	66	193
Erasmus+	35	2	7	36	65	145
Qedex		157				157
Total						1020

Criterion 5.5

The higher education institution provides the academic staff with adequate conditions for active engagement in the field of research work.

IUS supports the research work of academic staff through a number of measures, the most important are as follows:

- investing in scientific infrastructure;
- financing the costs of participation in scientific conferences;
- providing financial support for the publication of scientific and artistic works;

- approval of paid leave to academic staff for the purpose of participation in scientific conferences, projects and visits to other institutions with the aim of research work;
- support for research projects through the Office of Sponsored Projects.

In addition to continuous investment in equipment and scientific infrastructure, the University's management encourages research through stimulating measures, of which we would like to highlight the following:

Fees for published scientific papers

IUS stimulates the publication of scientific papers in renowned scientific journals through one-time financial compensation to the academic staff who are authors or co-authors. The amount of compensation for individual work is defined by a special list of journals that are ranked according to their quality and impact. It is important to note that in this way IUS wants to stimulate professors to publish their works in high-quality scientific journals.

Table 6: Total Amount of the Work-for-Hire Contracts

Year	Bruto	Neto	Paid per year
2019	8.679,68 KM	7.853,36 KM	16.533,04 KM
2020	20.077,77 KM	18.166,38 KM	38.244,15 KM
2021	26.878,71 KM	24.319,85 KM	51.198,56 KM
2022	9.584,49 KM	8.661,74 KM	18.246,23 KM
2023	18.870,38 KM	17.073,94 KM	35.944,32 KM
TOTAL PAID	84.091,03 KM	76.075,27 KM	160.166,30 KM

In the table above, you can see the total payments for copyright contracts in the last five years.

Paid leave for the purpose of scientific research/artistic work

Members of the academic staff are motivated to participate in scientific projects through paid leave. The number of professors who use these benefits is continuously growing. The financial support of IUS for the participation of academic staff at scientific conferences in 2023 amounted to 22,680.98 KM. In 2023, around 120 paid leaves of absence were approved based on participation in scientific conferences and workshops, EU and other projects, and working visits to other scientific research institutions.

IUS is dedicated to the maintenance and improvement of scientific laboratories which are located in the Research and Development Center (RDC). In the period from 2019 to 2023, the

existing laboratories were significantly modernized, including the laboratory for embedded systems, the laboratory for mechanical engineering, the laboratory for physics, the laboratory for PCR analysis and preparation. The equipment in the RDC has been modernized with new technologies, such as 6 - axis CNC machine, 3D printer, 3D scanner, autoclave and modern analytical devices, such as an automatic cell counter, a multichannel pipette, and a modern machine for real-time PCR analysis. Also, the equipment in the Microbiology Laboratory has been improved, where students and professors have the opportunity to work on various projects and use an automatic colony counter, new incubators for microbiological cultures, a digester, and similar equipment that facilitates and accelerates work and progress in this field of research. Outside the RDC building, a special workshop was built that enables employees and students to perform various activities such as turning, soldering, welding and material processing. Also, in 2020, the RDC was equipped with new insulation walls, with the aim of improving thermal and sound insulation, and optimizing work inside the laboratory.

The procedures for using leave of academic staff establish flexible working hours for academic staff at the University, which implies that they must spend at least 140 hours of work per month on the IUS Campus, on weekdays from 7 a.m. to 10 p.m., with the obligation to come to Campus every working day, except on days when a leave of absence is granted, or the employee is absent due to illness. Consequently, there is a difference between the total monthly number of working hours (usually between 160 and 176) and the number of hours that the academic staff should spend on the Campus per month (140). That difference is the space for scientific research activities outside the Campus, for which no special approval is needed. Periods of approved leave (annual vacation, paid leave), as well as temporary incapacity for work, do not reduce the stated number of hours for leave. Also, if scientific research and/or creative work requires a whole day or several days, the University can process such a request as paid or, in exceptional cases, unpaid leave. In this way, our academic staff is provided with the flexible time frame they need to fulfil their teaching obligations, perform other duties assigned to them and scientific research work outside the Campus, with relative freedom to organize their working day.

The Office for Finance and Economic Affairs monitors and reports on financial investments in the scientific and research structure, in cooperation with the Office of Sponsored Projects and with the coordination of the Vice Rector for International Cooperation and Research.

3.6 CRITERION 6. Resources for Studying and Students' Support

Criterion 6.1

The higher education institution has sufficient resources (classrooms, laboratories and laboratory equipment, computers, individual and group study spaces, etc.) and conditions for all staff and all students.

IUS is located in a modern new campus equipped with all necessary resources for a successful and high-quality educational process, including classrooms, laboratories, amphitheatres, library, sports fields, gym, canteen, cafe and other facilities. The campus meets high standards and norms regarding the required space, with a total area of 20,508 m², which is in accordance with the prescribed requirements and CRITERION defined by the Standards and Norms.

In order to support educational and scientific-research processes and activities, since its establishment, the International University of Sarajevo (IUS) has established a modern and flexible computer information system with professional network equipment based on Cisco network system solutions implemented within the Campus. The foundations of the University's information system are made up of Cisco Blade servers on which the most modern virtualization technologies such as VMware vSphere and Microsoft Hyper-V are implemented, and which, together with shared DELL disk space and the Avamar backup system for making backup copies of digital data, form a functional and modern data centre of the University. The campus' network system is protected from the outside by highly soft and high-quality Cisco FirePower firewall devices that implement anti-virus and anti-malware protection systems as well as detailed URL filtering of digital data both from the outside and from the inside of the campus network system.

The University also has a leased permanent asynchronous Internet connection with a capacity of 250 Mbps, while inside the University campus there is an implemented Cisco wireless Internet infrastructure, consisting of Cisco WLCs and Cisco Aps, deployed both inside the faculty buildings and student dormitories, as well as on the external parts of the University campus. The network connection within the campus itself is based on optical connections as well as on copper UTP/FTP cables of category 7 of high performance. IUS owns a modern networked Cisco VoIP telephone exchange with over 150 telephone devices installed with associated Voice Gateway routers that are connected with optical network cables to the

central network system.

Students and professors have at their disposal 10 modern equipped computer laboratories with 200 desktop computers of various operating systems (Windows, Linux and MacOS) on which a large number of licensed and open source software solutions are installed. The University has a signed Campus Agreement with Microsoft, which makes the University fully licensed for the use of a large number of Microsoft products in the educational process (Microsoft365 communication-collaboration tool set for communication and information exchange between students and academic/administrative staff, Windows 7/10/11, MS Office 365, Windows Server, MS SQL Server etc.). Also, the University owns software licenses of the most popular engineering and creative software solutions such as Adobe Creative Cloud, SolidWorks, SolidCAM, Autodesk Education Master Suite, Cisco Webex, HFSS, AVID, MathWorks MATLAB, IBM SPSS Statistica, STATA, Pointwise, Wolfram Research Mathematica, Rhinoceros, Primion web access and security solution, UNIPA student information system, AYZ Tiger Plus ERP software, ANSYS HFSS simulation software, PIS Smart ID Card software and so on. There are over 250 desktop and laptop computers used by administrative and academic employees, 80 network printers, 1 A0 plotter, 3 A3/A4 colour printers, 5 copy/print machines, 50 projectors and over 28 smart boards (SMART IDs and Cisco Webex Smartboards) at the Campus. Also, the University has 6 modern and high-quality workstations with associated software solutions for performing various engineering calculations and simulations, which are used for the preparation of graduate, master's and doctoral theses, as well as various types of scientific research papers and publications.

All network and communication applications, services (the basic university domain "ius.edu.ba" as well as a large number of subdomains, AD, DC, DNS, FTP, Student Information System, Library Management System, web presentation of faculties and centres, internal applications of organizational units and other applications) are implemented on existing computer equipment within the basic university network system. The university library, which is located on the campus, has ten desktop computers that have a permanent Internet connection and are available to students staying in the library. The University has 5 registered and indexed online journals software implemented and supported by the University IT Center as support in scientific research work and advancement of both the academic staff of the University and external authors, which also represents a knowledge base from various fields. For the purposes of authentication of educational and scientific research works and

projects, IUS has Turnitin software licenses that help academic staff to perform appropriate authentication of submitted research and educational works. Research and Development Center (RDC), with an area of about 1300 m², has modern equipped laboratories and workshops that are used in educational and research work. Among the operating laboratories are as follows:

a) Laboratories for Genetics and Bioengineering (GBE)

GBE laboratories are used for scientific research activities and conducting practical tutorials. These laboratories are equipped with modern equipment for microbiology, molecular biology, PCR analysis and growing of cell cultures. In the laboratories, researchers and students carry out scientific research and teaching exercises that require sophisticated equipment and techniques, provide students and researchers with the opportunity to engage in advanced methods in the field of microbiology, molecular biology and PCR analysis. Also, the laboratories are equipped with resources for growing cell cultures and conducting basic experiments.

b) Laboratory for microscopy and microbiology (RC G.1)

The equipment intended for carrying out relevant scientific and research activities is available at the laboratory for microscopy and microbiology. This equipment is used for the preparation and observation of microscopic preparations, the preparation of various microbiological media, the cultivation and processing of bacterial cultures, and staining techniques such as Gram positive and Gram negative staining of bacterial cells. Within this laboratory, researchers and students have access to advanced microscopy methods and microbiological techniques that are essential for the study and analysis of microorganisms. This equipment enables precise investigation of the structure and characteristics of bacterial cells and provides the basis for a deeper understanding of microbiological processes.

c) Laboratory for PCR analysis (RC G.2)

The laboratory is equipped with state-of-the-art equipment for sample preparation and PCR analysis, including qPCR (quantitative PCR) and RT-qPCR (quantitative reverse transcription PCR) techniques. Students are given the opportunity to analyse gene expression in specific samples. The equipment in this laboratory allows students to engage in molecular analysis and research into genetic aspects, providing them with hands-on experience in working with high-tech PCR equipment.

d) Laboratory for cell culture (RC G.2)

The laboratory is equipped with modern equipment intended for scientific research activities, especially for students of the II and III cycles. These activities include propagation and maintenance of primary and commercial cell lines, analysis of metabolic activity, cytotoxicity and proliferation, freezing, counting and analysis of cell viability, as well as "in vitro drug screening" analyses. Students have the opportunity to study normal physiology and biochemistry of cells, cell metabolism, cell homeostasis, and examine the effect of drugs and toxic compounds on cells. It is important to note that there are currently about 30 different models of cancer cells in the laboratory, including adherent and cell cultures in suspension.

e) Laboratory for molecular biology (RC G.3)

The molecular biology laboratory is equipped with modern equipment that supports scientific research activities. This equipment includes a spectrophotometer for the analysis of light absorption, devices for the isolation and quantification of DNA and RNA molecules, a system for analysing samples using SDS-PAGE (sodium dodecyl sulphate polyacrylamide gel electrophoresis), devices for the isolation and quantification of proteins, western blot techniques for analysis protein expression, as well as all necessary instruments for analysis and visualization of gels and protein blots. This equipment enables researchers and students to perform various experiments in molecular biology, including nucleic acid analysis, expression and protein analysis.

f) Laboratory for preparatory activities (RC G.4)

The preparation laboratory is equipped to support laboratory exercises in general and organic chemistry, including a digester used for various chemical procedures, as well as for RNA and DNA extraction according to protocols involving toxic reagents. The laboratory is also equipped with a plant growth chamber, allowing controlled conditions for plant growth, including temperature and light regulation. In addition, there is an incubator used for the growth and cultivation of microorganisms. This lab also has a -80 freezer for storing various samples, including cancer cell samples, DNA, RNA, protein samples, chemotherapy drugs, bacterial samples and plant samples. One part of the laboratory is equipped with an ice machine, an autoclave, a water distillation system, and a MiliQ pure water system, which enable the performance of many chemical, biological and biochemical experiments for students.

g) Mechanical Engineering Laboratory (RC G.5)

The Mechanical Engineering Laboratory provides students with the knowledge and skills to advance, evaluate, design, and control safe, sustainable, and economically viable technologies, with the goal of making innovative and beneficial contributions to humanity. With this in mind, we strive to advance research and education and inspire new generations to create new solutions that will benefit all people. The Mechanical Engineering Laboratory is equipped with specialized resources to support research and student projects. The equipment, which includes hand tools, drilling and cutting tools, MIG welding, electric arc welding, and industrial furnaces, can be used for assembly, manufacturing, design and standard welding techniques, diffusion welding, heat treatment, powder metallurgy, composite materials, etc. In addition to the above equipment and tools, the laboratory also has several material testing machines, including material hardness testing machines, impact strength measuring devices and universal hydraulic testing machines, which are used to test and demonstrate the behaviour and properties of certain materials.

h) Computer Laboratory (RC F1.2)

The laboratory is equipped with computers that have special graphics cards and are available to students and professors for work on master's and doctoral theses and scientific publications. In addition, the laboratory provides the opportunity to hold seminars or workshops that require computers with advanced computing power, as well as work with artificial intelligence (AI) software.

i) Laboratory for microcontrollers and microprocessors (RC F1.3)

The lab provides students with an opportunity to practice hands-on the concepts they are learning about microprocessors. It is equipped with various Arduino microcontrollers, C2000 Launchpad microcontrollers from TI, Schneider Zelio PLCs and MyRio devices for data acquisition from National Instruments. Scientific research activities that can be carried out in this laboratory include the analysis of microprocessors and embedded systems. Different types of Internet of Things (IoT) projects, embedded systems and experiments in industrial automation can be designed and implemented in the laboratory.

j) Workshop for undergraduate studies (RC F1.4)

The workshop contains all the necessary inventory for prototyping any device or instrument. Students have access to CNC machines, a 3D printer and an LPFK s104 milling machine. Various soldering materials, workstations, computers and WiFi as well as internet connection

are provided to students to support their work.

k) Laboratory for electrical engineering and electronics (RC F1.5)

The laboratory for electrical engineering and electronics is equipped with modern equipment for analogue and digital electronics and signal processing. It is intended for students of the first cycle of studies, providing them with the opportunity to perform basic experiments in the field of electronics. Students gain experience with electronic measurement techniques, including creating electrical circuits and using tools such as an oscilloscope, power supply, digital multimeter, and function generator.

The laboratory also provides support during the preparation of undergraduate and graduate theses that include the use of PLCs (programmable logic controllers) and other technical instruments. This support enables students to apply theoretical knowledge in practical projects and develop the skills necessary for independent research and problem solving in the field of electronics.

l) Physics Laboratory (RD F1.6)

The laboratory provides access to a variety of materials and advanced technology to enable students to develop their skills. The laboratory contains several FDM 3D printers, a DLP/SLA 3D printer, a 3D scanner, a CNC machine, a laser cutter for motherboards, a lathe and many other useful devices and machines.

The physics laboratory aims to introduce undergraduate students to experiments related to mechanics, such as one-dimensional and two-dimensional motion, Newton's laws, energy, rotational motion. Students perform experiments and laboratory exercises in the physics laboratory, where they have the opportunity to apply their theoretical knowledge of physics in practice. This lab allows students to independently understand physics concepts, gain experience in performing experiments, collecting and analysing data, answering questions, and thinking about new questions to investigate. The Physics Lab also contains a comprehensive PASCO system for beginners in physics, including an Optical Experiment Set, a Mechanical (Static-Dynamic) Experiment Set, a Thermodynamic Experiment Set, and a Wave Experiment Set.

m) GSM and network laboratory (A B.4)

The GSM and network laboratory is equipped with a modern GSM system and network tools.

n) Laboratory of embedded systems (A B.8)

The embedded system laboratory is equipped with Raspberry Pi chip cards, computers, and all other necessary materials that allow students of various engineering fields to become familiar with current topics. The laboratory serves students of I, II and III cycles in work on various projects in the field of design of embedded systems, communications and programming.

o) Control Laboratory (A B.9)

The control laboratory is intended for senior students and researchers to conduct experiments on various topics and areas related to control theory. The laboratory contains equipment for linear motion control, power converter control, short-distance motion control, control with more than six degrees of freedom, and provides great opportunities for data collection.

p) Laboratory for 3D modelling and laser processing of materials

This laboratory is available for all students of engineering programs, but it is primarily intended for the Architecture program students. The laboratory is equipped with a modern CNC machine and a laser cutter for the preparation and processing of wooden and plastic materials, and provides space for performing laboratory exercises and scientific research related to these materials. Students in this laboratory have the opportunity to make models that they have previously designed using the computer.

Criterion 6.2

The higher education institution has a library equipped with an adequate number of library resources in printed and electronic form and appropriate space and equipment for the use of library services for both academic staff and students.

The Library of the International University of Sarajevo (IUS) occupies an area of 561 m², which includes 162 reading places divided into six separate reading rooms:

- Main reading room
- Reading room for group studies
- Reading room for English language learners
- Computer room
- Reading room for PhD students
- Reading room for the use of work on final thesis
- Storage room for IUS publications

The library has 29,379 library units (including periodicals, reference materials, final student theses...), i.e. 21,592 books in English, Turkish and Bosnian, and a smaller part in other world languages, as well as in different scripts.

The library collection is divided into 6 collections:

- Books in English
- Books in Turkish
- Books in the Bosnian language
- Books in other world languages
- Periodicals
- Archive of final papers (BA, MA and PhD theses)

The number of library units is constantly increasing thanks to the process of acquiring new books, gifts or donations, exchanges, and IUS' own production.

All library units used in teaching are processed in ZAKI-X (a unique information and technical system for managing the entire work of the library and monitoring the circulation of library materials). Each processed library unit is equipped with a 3M code for RFDI protection.

The bibliographic description of the processed units is visible and searchable through the online catalogue, which includes information about the location, the number of copies available and the length of the loan period. The books are processed according to the Dewey Decimal Classification (DDC) - the most widespread classification system in the world.

Mandatory and additional literature is provided at the library. Additional reference material is available through electronic databases such as JSTOR (link:<https://www.jstor.org/>) directly at the University. In order to access more scientific and research resources outside the IUS campus, the Cooperation Agreement with the National and University Library of Bosnia and Herzegovina is signed. In order to improve the teaching process, align work with modern digital achievements and provide quality resources for work, as in previous years, during the 2023/2024 academic year, students are also enabled to work with the Pearson MyLab and Mastering program. The goal of this program is to increase student activity and thereby improve results. So far, IUS has published 53 monographic publications, and 4 periodicals are active in (OA – Open Access) on the IUS website. The membership of IUS in Crossref enables the assignment of a DOI (Digital Object Identifier) to all IUS editions, through which a link is established to the internet page on which certain digital content is located. Currently,

a DOI number is assigned to active journals at IUS and to articles within those journals.

Criterion 6.3

The higher education institution systematically and effectively plans, uses and checks its resources, in accordance with the strategic plan.

The QA Rulebook establishes the basis for the application of goal-based management and a process approach to quality improvement. By providing the training of employees and the establishment of the ISO 9001 quality standard, the IUS system of continuous quality review was improved. Given that IUS is a relatively small university, we strive to establish processes that contribute to improving the efficiency of the University as a whole. In accordance with the PDCA method (plan-do-check-act), all the mentioned phases are important in the constant improvement of quality. The defined processes are aligned with the organization's goals, and we try to ensure that they are aligned with each other as well. Although a big shift has been made compared to the period covered by the University's previous accreditation, more efforts need to be made to establish a functional system of planning and checking resources, and acting on the basis of evidence. Currently, specific information i.e. inputs from stakeholders (which do not necessarily agree with each other) on investment in resources, i.e. people-knowledge, physical resources, and employment plans are discussed at the University's units, and in line with the IUS Strategy. The financial situation naturally dictates allocations for the improvement of resources, considering the priorities in the real environment in which the University operates.

Criterion 6.4

The higher education institution employs a sufficient number of administrative and support staff.

Currently there are 192 employees at the University. Of the total number of employees, 48 are members of the administrative staff and 26 are members of the technical staff. The number of workers for performing administrative, accounting-financial, other general and technical jobs, i.e. managerial-professional jobs meet the guidelines prescribed by the Standards and Norms for the Performance of Higher Education Activities in Sarajevo Canton.

Criterion 6.5

The higher education institution has adequate procedures and resources to implement its strategy for international aspects of work.

IUS has a clearly defined strategy for international cooperation and has at its disposal the necessary mechanisms and resources for the implementation of that strategy. In 2024, IUS adopted the Internationalisation Strategy, which defines strategic goals in the field of international cooperation, such as increasing the scope of international cooperation, attracting foreign students and researchers, Erasmus+ mobility of IUS students and staff, double degree programs, developing partnership relations with other institutions, curriculum that follows international trends, and support for innovations in education as well as the application of knowledge through research and projects. These goals are aligned with the IUS Strategy.

IUS has the material and human resources necessary for the implementation of strategic goals in the field of international cooperation. Institutional resources include financial resources, staff with relevant skills and experience, physical infrastructure, as well as technological resources. Offices that play a key role in coordinating activities at the international level are:

- International Relations Office (IRO),
- Office of Sponsored Projects (OSP)
- Coordination Center for Double Degrees

IRO is the central office for:

- international visibility
- development of international partnerships
- mobility of students and staff
- providing assistance in regulation of residence permits for all international students, which is reflected through cooperation with: The Ministry of Security of BiH, the Ministry of Foreign Affairs of BiH, Embassies and DKP BiH in the world, the Center for information and recognition of documents from the field/areas of higher education and other offices at the municipal and cantonal level
- promotion of IUS in the world focussed on the enrolment of foreign students, which is reflected through participation in international education fairs and the expansion of the network of partners who promote the IUS program through their offices.

The Office of Sponsored Projects (OSP) has the following responsibilities:

- Provides administrative support and services necessary for applying to national and international projects, as well as for their successful implementation.

- Provides information on international project calls for cooperation with academic institutions and research organizations in order to achieve diverse and sustainable international cooperation.
- Organizes trainings, webinars and invites visiting EU experts (National Erasmus+ Office for BiH and national contact persons).
- Provides administrative support and services necessary for academic staff to travel to international conferences.

The Coordinating Center for Dual Degrees has the following responsibilities:

- monitoring the consistent application of the dual degree protocols
- establishing official contacts and exchanging information with competent services of partner universities,
- monitoring the progress of internal and external programs and ensuring compliance with accreditation standards (decision on the establishment of a new professional-administrative unit "Coordinating Center for Dual Degrees": IUS-REC-01-1802/23).
- More information on the above mentioned offices can be found on the IUS web page: [International Relations Office](#), [Double Diploma programs](#) and [Office of Sponsored Projects](#)

Internal procedures related to the mobility of students and staff are defined by the [Rulebook on participation in exchange programs](#) and the [Rulebook on studying](#). The rulebook is harmonised with the recommendations of the European Commission and the instructions of partner universities, while special attention is paid to the way of advertising invitations to participate, scoring, vulnerable categories, and support before-during-after mobility.

The Rulebook of the Office of Sponsored Projects (OSP) describes in detail all processes and procedures related to the application of projects and their implementation. In order to successfully implement project activities, the University takes into account the guidelines provided by external sponsors. In addition, OSP proposes guidelines on cooperation with legal advisors and the financial department. The OSP Rulebook states the "Code of Ethics and Professional Conduct" related to all project activities, which stipulates that IUS employees involved in projects must respect and follow the provisions of the sponsor as well as the internal policy of IUS aligned with domestic regulations, as and regulations of partner countries. The Rulebook and accompanying forms are available on the websites of IUS and

OSP.

In 2023, for the first time, higher education institutions in Bosnia and Herzegovina could apply for the ECHE (*Erasmus Charter for Higher Education*) awarded by the European Education and Culture Executive Agency (EACEA). Therefore, IUS becomes one of the higher education institutions in Bosnia and Herzegovina to be awarded the Erasmus charter in higher education for the period 2021-2027, which confirms the ability and readiness of our higher education institution for active participation in international projects and activities within the Erasmus+ program. The ECHE Charter is confirmation of IUS' commitment to international cooperation.

Also, in accordance with the implementation of the third pillar of the IUS Strategy - *Global Citizenship - support for the development of society*, IUS became a member of the international initiative on sustainable development - **the SDG Accord**, which represents an international initiative for higher education institutions, and is implemented by The Alliance for Sustainability Leadership in Education - EAUC).

3.7 CRITERION 7. Information Management

Criterion 7.1

The higher education institution uses information systems to collect, analyse and use information for the effectiveness and improvement of the teaching process, research work/art development, contribution to the development of society, management and administrative activities.

IUS has several information systems that are used for management and leadership. Each of them serves to collect and process different types of data about students, teaching staff, University capacities, teaching process, etc. The use of information systems, platforms and software is described below:

- The Student Information System (SIS) is used as an essential source of information on enrolment, the number and structure of students, their status and changes to it, information on student attendance at classes, course registration and the number of courses offered per semester, the number of teaching staff and their ratio in relation to on courses or students, the schedule of activities that are evaluated in the course,

grades and performance of students in courses, passing of students, etc. Student Affairs Office (SAO) manages this system. SAO is in charge of collecting, updating and processing data through the SIS, and then regularly reporting on them in order to better understand the needs of students and improve the entire process of teaching and planning.

- The website of the IUS is an important source of information and has a large number of web applications for entering data into databases, such as an application for entering data on scientific publications of professors and students. This platform facilitates the collection of data on research work and artistic projects at the University and enables analysis and reporting on scientific and artistic production at IUS.
- E-campus is a software platform, which is designed in house, by the University IT Center. It is used for important processes of the University, such as: entering and monitoring the syllabi of courses (at the beginning of each new semester), and collecting data related to the evaluation of the work of the academic staff. The Quality Assurance Office of the IUS monitors the entry of the above data and publishes regular reports. Also, E-campus serves as an electronic database in the field of labour relations, which is regularly managed and updated by the HR Office. The E Campus evolves constantly, and addition of new functions is planned, so that it fully meets the conditions and capabilities of a modern HR software.
- The system for contracts and renewals of student enrolments is another software designed by the University IT Center that is used for enrolling new students (i.e. preparing study contracts), renewing existing students' enrolments, and monitoring students' financial obligations. It is also used to monitor the obligations of students of foreign nationals related to their residence permits in Bosnia and Herzegovina. This information system is integrated with the Student Information System, and the data is mutually and simultaneously updated and supplemented.
- Application platform for IUS testing for scholarships. It enables the electronic application of candidates interested in enrolling at IUS from anywhere at any time, as well as the monitoring of applications and the planning of tests that are organized at least twice a year on the University Campus. It is also possible to enter test results,

and various analyses and strategies are developed based on this data. The student service monitors the use of the mentioned platform.

All the mentioned information systems are intensively used and regularly improved according to the needs of various offices, departments, and management of the University. They are also used for the preparation of various reports and analyses, as well as the delivery of data to various institutions outside the University. The Rulebook on Quality Improvement at IUS prescribes periodic and regular reporting of all offices and departments, in which the mentioned systems play a key role by facilitating data collection activities for the purpose of making informed decisions. Information systems at IUS are also a very important tool for improving efficiency and transparency of work.

Criterion 7.2

The higher education institution regularly collects and analyses data on the progress of students through their studies, the rate of success and dropping out of studies, the ratio of students to teaching staff, etc.

As already discussed in Criterion 3.1, the Office of Quality Assurance regularly collects information from academic and administrative units to produce the IUS End of Year Report. The report, also contains data on the success rate and dropping out of studies. The report is further analysed at higher management bodies.

Criterion 7.3

The higher education institution regularly collects and analyses data on the performance, age structure and qualifications of the academic staff, including the ratio of its own and visiting staff.

Based on the Rulebook on Quality Assurance of the International University in Sarajevo, the Human Resources (HR) Office continuously collects data and reports on the number, age structure and qualifications of academic staff. Relevant data on academic and non-academic staff are regularly entered and updated in the E-Campus software and other records maintained HR Office. The Office submits a report twice a year (at the end of March and in October) to the Rectorate and the Office for Quality Assurance on the number of academic staff in the teaching process (University employees and external collaborators) and the

number of international academic staff, classified by study programs, scientific/artistic teaching titles, and the age and gender structure of the academic staff. The aforementioned data is analysed at the level of the Rectorate and higher levels of the University for the purpose of creating employment strategies and planning the needs for academic staff in combination with dynamic plans of needs for the announcement of vacancies for selection into academic positions, which in accordance with the Statute of the University, is adopted on annual basis. Information about the performance of the academic staff is collected through student surveys, and during the process of evaluating the work of the academic staff.

Students fill out a survey at the end of each semester. The information collected during the survey is analysed by relevant staff and competent authorities, and appropriate measures are implemented accordingly. Data processing is done automatically, and reports are available to teachers and students. The goal of the student survey is to enable students to evaluate the performance of professors on the courses they attended in the Fall and Spring semesters of each academic year. The survey is conducted by the Quality Assurance Office. The survey is anonymous and is conducted online. The results of the conducted student survey are available to the Rector and Vice Rectors, as well as to the Deans (for academic staff from the corresponding organizational unit of the University). Academic staff receive results only for the courses they teach, if they were included in the survey. The individual results of the academic staff are confidential and are available only to the lecturer and the Dean of the faculty. The Dean, however, may provide insight into individual results to the appropriate program coordinator.

Student survey results provide academic staff with clear information about how they are rated by their students. However, it should be borne in mind that the student survey is only one of the indicators of the lecturer's success. Accordingly, the results of the student survey should be viewed as part of a wider teaching evaluation process, together with the quality of the educational process with an emphasis on learning outcomes, knowledge and competencies that students acquire, working conditions, opportunities for professional development of academic staff in pedagogical skills, etc. The results of the survey can be influenced by the regularity of class attendance, the success of students and their interest in the subject being evaluated, as well as the size of the group of students participating in the survey. The content of the survey is divided into four parts. In the first part, students evaluate the lecturer's work by giving grades from 1 to 5, expressing their degree of agreement with 16 statements related

to the lecturer's general work. In the second and third part, students evaluate the organization of the course itself and the work of the assistant. The second and third parts contain six statements. The fourth part is the students' qualitative answers with praise and remarks on the teacher's work or the organization of classes in the course.

The results obtained from this research are discussed in the following ways:

1. Average grades below 2.5 as well as a high percentage of grade 1 (> 15%) indicate a certain problem in teaching from the student's perspective;
2. By comparing the individual result with the average of other professors in the study program and/or faculty or university.

It is important to emphasise that in order for the method under point 2) to be considered valid, it is necessary for the participation of 50% of the students enrolled in the course, and for the number of students who participated to be at least five. When analysing the qualitative answers of students, attention is paid to repeated comments, and especially to the comments of a larger number of students. According to the conducted survey, the University analyses the reasons that led to low grades, and plans corrective measures and activities aimed at improving poorly evaluated parts of the teaching process from the students' perspective, in accordance with the Statute, the Rulebook on Quality Assurance and the Rulebook on the Evaluation Procedure of Academic Staff at the University.

Academic staff at the university are subject to an annual evaluation process. During the month of June, after the final exams in the spring semester, the relevant administrative services and teaching staff of the University enter data into the corresponding electronic system, based on which the evaluation is carried out. The evaluation process covers the period from July 1 to June 30. Academic staff who are employed at the University after July 1 are evaluated only on the basis of teaching criteria. In exceptional cases determined by the relevant dean, such staff may also be evaluated based on service criteria.

Academic staff from other universities or organizations, which is engaged at the University, are subject to the annual evaluation procedure of academic staff in the teaching area and optionally in other areas.

The evaluation of academic staff is carried out in three areas:

- a) Research and/or artistic output - As a university, IUS is committed to excellence in teaching along with inspiration and motivation to engage in high quality research and/or artistic work. Academic staff appointed for the scientific/artistic field are expected to carry out authentic research/artistic activities, involve students, cooperate with academics outside the University, and publish their works as scientific/artistic results.
- b) Teaching - Academic staff are expected to be committed to teaching duties, to have good teaching results, to motivate students to explore teaching topics, to devise innovative teaching practices, and to organize different types of activities that will benefit students.
- c) Service - Academic staff are expected to be involved in activities outside and within the University that benefit multiple stakeholders and promote the University, particularly in an international environment. In addition, academic staff are expected to be involved in working committees when necessary, to be good colleagues, and to demonstrate the will and motivation to improve the University as an institution. The university especially appreciates activities that engage students in their implementation.

The overall scoring formula for the evaluation period, as well as the values assigned for different activities in the following areas: Research and/or artistic results, Teaching and Service, are presented in detail in the Rulebook on the evaluation procedure of academic staff, available on the University's website. Academic staff is evaluated in accordance with the scale below.

Table 7: Grade scale for evaluation of academic staff

Grade	Points
Excellent	=100
Very Good	>=90 and <100
Good	>=75 and <90
Satisfactory	>=60 and <75
Poor	<60

Due to different academic needs in different programs, departments or faculties, assistants, senior assistants and methodologists are evaluated according to the same criteria as professors, but the specified scale is not applied in their case. Instead, a holistic evaluation of their work is done by the respective program coordinator and the dean.

In order to promote a stimulating working atmosphere, the University is committed to supporting academic staff through various types of financial incentives and approved paid leaves, especially for academic staff rated as "Excellent" and "Very Good". On the other hand, an official warning from the dean/rector is issued to academic staff whose work has been assessed as "Poor" for one year. Academic staff whose work has been assessed as "Poor" for two years can have their employment contract terminated, which is discussed and decided by the University's Board of Trustees.

3.8 CRITERION 8. Public information

Criterion 8.1

The higher education institution publishes relevant information about its activities on its website, including information about the study programs and degrees it offers, which is clear, accurate, objective, current and easily accessible. Information is published in one of the official languages in Bosnia and Herzegovina and in English.

In order to establish prerequisites for an efficient, transparent and accessible process of accreditation of study programs, as well as better linking of data and coordination through the information system, and all with the aim of better analysis of the process, experts in the field of information technology, in cooperation with the QA Office and others organizational units, made further upgrades of the E-Campus System. Hence, the visibility and transparency of public data, such as the curricula, has been improved. E-campus data is available to the public via the IUS website, which can be accessed via www.ius.edu.ba. Data that is continuously updated via the aforementioned database includes, among others, course syllabi.

In addition, each member of the academic staff has their own personal page through which they have access to the results of the semester student survey and the annual evaluation.

External and internal communication is the responsibility of the University Communication Office (UCO). Work of this office is regulated by Policy Regulations on Public Relations and Communications. There are 4 full-time employees, an Office Manager and three employees.

In addition to the official website of the University, IUS uses all available means of information to communicate with the public, such as social networks (official Facebook, Instagram, Twitter, YouTube, LinkedIn and Google+ pages). Printed promotional material

with the latest information is regularly prepared and updated. Information available on the website and social networks is published in Bosnian, English and Turkish.

The University also pays attention to internal communication, i.e. providing timely and accurate information to its employees and students. In addition to using the already mentioned channels of communication and information, UCO communicates directly with employees and students by sending e-mails and posting informative posters and notices on the University's bulletin boards. The UCO regularly communicates with the media (TV, electronic and printed) by forwarding accurate and objective information about activities, current affairs, and enrolment deadlines to media, keeps records and monitors published articles and contributions about the University. One of the most effective ways of informing potential students and their parents about the University and study programs is the Open Door Day, which is traditionally organised every last Friday in March of the current year. As part of the Open Day, students are tested for scholarships. Visitors are informed about the University's work and study programs through communication with the University's employees and professors, as well as through promotional material, leaflets and informative catalogues of the University. After the event, the public is informed through the publication of news on the official communication channels of IUS, and through media releases.

Criterion 8.2

On its website, the higher education institution provides information on activities in the field of research work and information on the work of its academic staff (publications, projects, conferences, etc.).

The website of the International University in Sarajevo has five clearly visible sections. One section is dedicated to research work. The website provides information on academic staff' publications, projects, scientific journals published by IUS, research centres at IUS, as well as laboratories and library resources. The information on the website is regularly updated.

The IUS website provides access to data on projects in which the International University of Sarajevo and members of its academic staff participate. Each project is presented in detail and updated, including contributions from the academic staff members involved.

The research work of the academic staff can also be followed on the website through the activities of the journals of the International University of Sarajevo (EPIPHANY Journal,

IUS LAW Journal, PEN Journal and SEJSC Journal).

It is important to emphasize that the library of the International University in Sarajevo provides the necessary support to the educational process, scientific research and artistic work in the fields related to the offered study programs, through various forms of available library materials.

The library collection includes all printed, manuscript, audio-visual and digital materials, such as books, magazines, newspapers, videos, audio recordings, reference collections, maps, dictionaries, handbooks, encyclopaedias, dissertations, photographs, brochures, catalogues and other materials necessary for teaching, scientific research and art projects. Each of the academic staff's research works, including publications, projects, conferences, and similar activities, is processed according to the Dewey Decimal Classification (DDK) - the most widespread classification system in the world, which enables their visibility to both academic staff and students.

On the website, you can also find a section called "Publications", which contains a list of all published works, conferences, publications, and projects of the academic staff of the International University of Sarajevo, which enables their visibility, accessibility and transparency.

Criterion 8.3

The higher education institution ensures systematic communication with external interested parties.

The principles and channels of communication and other relevant issues are regulated by the Communication Strategy of the IUS (number: IUS–SENAT 11–1062/11) as well as the Rules of the University Communication Office. In addition to the aforementioned documents, IUS prepares an annual communication plan that defines short-term priorities, goals and activities of the University related to communication, promotion, and public relations activities. IUS publishes a catalogue for prospective students in several languages. The main stock of the catalogue is in Bosnian, English and Turkish, while the digital versions in French, Arabic and German are currently being prepared. The catalogue offers accurate, complete and objective information about the University and student life at IUS, and is intended for potential students and their parents. Also, the catalogue is published on the website of the University

Communications Office (UCO).

In addition, IUS publishes promotional materials (brochures, leaflets, videos) in several languages (Bosnian, English, Turkish, Arabic), as well as posters and advertisements in digital media.

The main means of communication with external stakeholders include a wide range of channels and tools to ensure effective communication and cooperation with various external partners. Some of the key platforms and tools that IUS uses to communicate with internal and external stakeholders are:

- **Official Website:** IUS maintains a detailed and informative website that provides basic information about the university, its programs, research, events and other relevant activities. This platform allows external interested parties to follow the latest news and information about the university. Events are announced in the Events section, while articles and records about events promoting activities and achievements are published on the News page. The site also offers the possibility of a virtual tour of the IUS Campus.
- **Social networks:** IUS actively uses social networks such as Facebook, Twitter, Instagram and LinkedIn, the YouTube channel and TicTok page to communicate with its followers and external stakeholders. These platforms provide an interactive environment for sharing news, events, photos, and other information, as well as interacting directly with the community through free and paid ads.
- **Conferences and public events:** IUS regularly organizes conferences, symposia and other public events that bring together the academic community, experts, industry partners, decision makers and other relevant stakeholders. These events are an opportunity to promote the university, exchange knowledge and network with a wider audience.
- **Open Door Days and promotional workshops:** These events provide an opportunity for potential students to directly experience the atmosphere of the university campus, meet professors, staff and current students, and learn about the programs and services offered to them. Prospective students can obtain information about academic and extracurricular activities, access to libraries, laboratories, sports facilities and other

resources available to them.

- Catalogues and other promotional materials: catalogues provide detailed information about degree programs, faculty, research opportunities, student activities, and admission requirements. catalogues and promotional materials are used as part of the student recruitment strategy. These are distributed at education fairs, schools, education agencies and other places where potential students can be reached, to increase visibility and draw attention to the university.

3.9 CRITERION 9. Continuous monitoring and periodic revision of the programs

Criterion 9.1

The higher education institution regularly monitors and further develops its study programs, with the involvement of stakeholders.

In accordance with the current Law on Higher Education in the Canton of Sarajevo, study programs are subject to evaluation, changes, amendments and supplements at least once after the end of the study cycle in which the study program is implemented. Following this request, Book Of Rules On Adoption, Changes And Evaluation Of Study Programs At The International University Of Sarajevo (SP Rule Book), was adopted by the Senate in 2023. SP Rule Book establishes procedures for:

- Regular modernisation of study programs;
- Amendments and supplements of study programs;
- Regular internal self-evaluation of study programs.

Regular modernisation of courses, such as improvement of course teaching methods, introducing new scientific findings and incorporation of contemporary literature, is not considered either major or minor change or amendment to the study program. Modernisation is considered as a part of the internal improvement of the quality system at the University. This category also includes changes in course codes, corrections of minor technical errors etc. Amendments of study programs may be based on: legal obligation, alignment of the study program with the strategic goals of the University, incorporating new scientific knowledge, changes in the labour market, conclusions reached on the basis of the implemented survey, analysis and review of the study program, recommendations for improvement resulting from

internal or external evaluation, and adopted corrective measures, as well as the opinions of internal and external stakeholders (e.g. students and/or their organizations, business representatives, professional associations, etc.). The request for study program amendments is submitted to the QA Office in electronic form, using form F_252, which is publically available to proposers. The QA Office checks the completeness of the request and forwards it to the Curriculum Committee for its consideration and opinion.

The procedure of internal program evaluation (self-evaluation) is carried out continuously and at least once after the end of the study cycle in which the study program is implemented. The procedure of internal program evaluation (self-evaluation) for a new study program is carried out for the first time in the academic year that follows after the first generation of students has completed the study program and must be completed in that academic year. This procedure is carried out in line with precise prescribed criterion, which follows the general criterion and quality standards in higher education.

The procedure of internal program evaluation (self-evaluation) for a new study program will be carried out for the first time in the academic year that follows after the first generation of students has completed the study program and must be completed in that academic year.

Periodic evaluation of study programs results in the carrying out a self-evaluation process and the creation of an internal Study Program Self-Evaluation Report (SER). SER is also a prerequisite for the process of external evaluation and ultimately the accreditation of the study program.

In addition to the above, in the monitoring and evaluation phase of the PDCA cycle, and with the aim of obtaining as objective a picture of the study programs as possible, IUS employs several types of tools aimed at their development, of which we will list some of the most important:

- Annual analysis of the success of the implementation of the teaching process and pass rates, from preparing the report to adoption by the Council and finally by the Senate.
- By using quantitative data from the information system, such as the number of enrolled students, drop outs, progression, length of study, achieved and cumulative student CGPA, etc.
- By conducting surveys on the quality of the realisation of the educational process, resources, students' output competencies (student surveys, alumni, employers, focus groups, surveys on the popularity of study programs, employability, etc.)

- Periodic revision of learning outcomes, student workload, etc.
- By conducting an annual evaluation of academic staff in the areas of scientific research, teaching and mentoring, community service and projects, and adopting a summary report at the councils and senate
- By looking at the data on the mobility of students, academic and administrative staff.
- Analysis of signed cooperation agreements with other institutions.
- Analysing student complaints.

All the above information serves the management in order to adopt measures for the improvement.

Criterion 9.2

The higher education institution has defined and adopted procedures for regular monitoring of the implementation of study programs.

In general, the methods of monitoring the implementation of study programs and the realisation of teaching obligations are summarised in the IUS Statute, through: a) reporting on the realised teaching through regular reports; b) report analysis; c) analysis of feedback received from students and student surveys, d) electronic system for recording attendance at the workplace, and e) other methods determined by the University regulations.

Accordingly, the Rulebook mentioned in sub-criterion 9.1., clearly defines the procedure of the courses' annual analysis of each study program, the purpose of which is to analyse the results of teaching within the curriculum and determine the proposal of measures for improvement.

This procedure is carried out at the end of the academic year. The course holder carries out the self-evaluation of the course, while the program coordinator collects data for each course. The analysis is submitted in writing to the program coordinator on the form F_253, who then collectively analyses the data on the realisation of the relevant study program and forwards them together with the proposal of corrective measures for consideration and adoption by the faculty council. After this stage, reports for each academic year are sent to the Senate for consideration and information.

In addition to this, student surveys have been conducted by QA Office regularly every semester at the University level since 2011. The results are discussed at the management

level, and measures are taken to improve the teaching process.

Criterion 9.3

The higher education institution analyses how the procedures for information gathering and undertaken activities affect the improvement of the study program.

As already stated in the previous criteria, during the analysis of the collected data, the procedures used for data collection are also reviewed. If it is established that a certain procedure does not contribute to the purpose, the procedure to change it is initiated.

3.10 CRITERION 10. Periodical Quality Assurance

Criterion 10.1

Higher education institutions should periodically undergo external quality assurance procedures.

In accordance with the Quality Policy and Strategy 2022-2026, and in order to improve the quality management system of the General Secretariat of the IUS, the international quality standard ISO 9001:2015 was introduced, which, with annual external audits, is valid until July 2025.

Given the fact that the accreditation of study programs has not yet been systematically carried out in Bosnia and Herzegovina, while it is in the interest of our students for international recognition of diplomas, IUS engaged the Austrian State Agency for Higher Education and Quality Assurance (AQ Austria) with the aim of carrying out external accreditation of four study programs (on the I and II cycle), three of which obtained international accreditation for a period of five years and which unfortunately expired. However, thanks to the obtained accreditations, IUS was included in the European DEQAR database – *Database of External Quality Assurance Results* <https://www.eqar.eu/qa-results/search/by-institution> which highlights the quality of IUS within the European Higher Education Area (EHEA).

In 2017, the English Language School (ELS) was accredited by EAQUALS (Evaluation and Accreditation of Quality Language Services), an internationally recognized accreditation body based in Europe. The ELS English program is the first internationally accredited university program by EAQUALS in the Balkans. ELS has successfully passed the EAQUALS re-

accreditation process in 2022, thus meeting the high standards required for EAQUALS accreditation. Teaching, course programs, as well as course organization, learning resources, testing and evaluation were rated as high quality. It was also concluded that the institution takes care of the welfare of students and staff, and that all promotional materials are accurate and truthful.

4. CONCLUSION AND PROPOSAL OF FURTHER MEASURES FOR IMPROVEMENT

IUS has recorded the largest increase in the number of students since its foundation, as well as a very good ranking in international university rankings. For the first time since its establishment, in 2024, IUS was included in the SCImago Institution Ranking, one of the most respected world rankings run by Scopus. Currently, only 6 BiH universities are on this ranking list. The ranking depends on the size of the university, so small universities like IUS are at a disadvantage. Among the few BH universities, IUS is also included in the EQAR data base which is a very important factor in the recognition of qualifications within the European Higher Education Area (EHEA). This is the result of persistent and dedicated work on the quality of education and research in the fields of science and art. In the previous period, IUS significantly improved the quality assurance system, introduced ISO 9001 standards into the administrative process management system, and significantly improved the educational and scientific infrastructure.

Significant results were also achieved in fulfilling the set strategic goals. IUS is close to financial self-sustainability. The current costs of the University are mostly covered by tuition fees, and to a lesser extent the costs are borne by the Founder. In 2023, IUS covered 90% of its expenses from its own revenues, while the rest was covered by the Founders. In the past few years, IUS has started to generate significant income from scientific research projects as well as from industrial projects. Increasing income on this basis is one of the strategic goals of IUS. In the last 3 years, the total amount of money paid to IUS based on projects is about BAM 1.7 million.

The establishment of joint studies (Double Diploma) with renowned universities started in 2023 and has continued in 2024. Joint study programs were launched with Istanbul Technical University, Istanbul University and Marmara University. The main goal of these programs is to increase the number and quality of foreign and domestic students at IUS.

On the initiative of the QA Office, since 2018 IUS actively implements targeted measures to contribute to global well-being through the realization of the UN Sustainable Development Goals (SDG). This is also recognized in the world ranking lists that measure the contribution of higher education institutions in the realization of the SDGs. IUS is the only university from Bosnia and Herzegovina that has been ranked for the fifth year in a row Times Higher

Education (THE) Impact Ranking. More details about activities undertaken on the realization of the UN Sustainable Development Goals can be accessed via [SDG at IUS](#).

However, the accelerated growth of the University, as well as major changes occurring in the field of higher education and the labour market, also bring many challenges. The University must constantly adapt to new conditions and introduce innovations in educational practices.

Some of the main activities planned in the coming period, which aim to respond to future challenges, are:

- Opening of new study programs and optimization of existing ones
- Opening of new joint study programs with renowned European universities.
- Opening of the Faculty of Medical and Health Studies and related programs.
- Establishment of new certified formal and informal education courses that are adapted to labour markets.
- Establishment of incubation centres and infrastructure for the establishment of start-up companies.
- Improving the research ecosystem and increasing the number of projects financed by EU funds.
- Initiation of the procedure for obtaining study program accreditations
- Construction of new student dormitories and new buildings within the Campus.

A special challenge for the University is human resources. The University will increase its efforts to attract the best and most promising professors and researchers from both BiH and the world, especially from among the numerous scientific BiH emigration. Considering that classes at IUS are held in English, IUS can be an important link between scientists from Bosnia and Herzegovina and their home country. The same applies to students. Strengthening human resources in administrative services as well as research laboratories is also one of the priorities.

The quality assurance system in all areas of the University's work remains the main priority of IUS work in the coming period. The University has all the tools necessary for the successful implementation of the processes defined by the QA Rule Book at IUS. Activities on the accreditation of study programs have already started and these processes will further enhance the existing quality assurance systems.

5. ANNEXES



Figure 2: ISO 9001:2015 Certificate



Figure 3: Certificate for GreenMetric World University Ranking



Figure 4: IUS is a recipient of the Erasmus Charter for Higher Education (ECHE) Certificate for the period 2021-2027.



20.5x28.5

COK ÖNEMLİ
BASKI ÖNATIMI OLASI HATALARIN
ÖNÜNE GEÇMEK İÇİN FORMLARI
DIKKATLİCE KONTROL EDİLDİKTEN
SONRA VERİNİZ.

COURSE AND LECTURER EVALUATION FORM

Course Code	0 1 2 3 4 5 6 7 8 9
	0 1 2 3 4 5 6 7 8 9
	0 1 2 3 4 5 6 7 8 9
	0 1 2 3 4 5 6 7 8 9

A: I agree totally. B: I agree mostly.	C: I agree partially.	D: I disagree mostly. E: I disagree totally.
---	------------------------------	---

1	The lecturer held classes regularly and followed the established time schedule for the course.	A	B	C	D	E
2	The lecturer demonstrated high ethical principles at all times, both in and out of the classroom.	A	B	C	D	E
3	The lecturer's communication in English (verbal and written) was clear and understandable.	A	B	C	D	E
4	In case the lecturer was prevented to deliver a class as scheduled, s/he informed the students in a timely manner.	A	B	C	D	E
5	To enhance students' learning, the lecturer used appropriate modes of course delivery to present the course content.	A	B	C	D	E
6	The lecturer came to class well-prepared.	A	B	C	D	E
7	The lecturer demonstrated very good knowledge of the subject area.	A	B	C	D	E
8	The lecturer followed the course outline as shown in the course syllabus.	A	B	C	D	E
9	The lecturer made students comfortable to state their opinion in class.	A	B	C	D	E
10	The lecturer answered students' questions in a clear manner.	A	B	C	D	E
11	The homework assignments and/or projects were useful to students' understanding of the material.	A	B	C	D	E
12	The lecturer clearly prepared the course assessments (quizzes, exams, etc).	A	B	C	D	E
13	The lecturer provided timely and constructive feedback on the given tasks.	A	B	C	D	E
14	If asked, the lecturer was available to give help outside the class.	A	B	C	D	E
15	The course learning outcomes* and types of assessments were clearly set out at the beginning.	A	B	C	D	E
16	The course materials (e.g. textbooks, readings, video materials, etc.) were useful to students' understanding of the course.	A	B	C	D	E
17	The course was well-organised.	A	B	C	D	E
18	The course was worth time and effort I spent.	A	B	C	D	E

*Learning outcomes are the statements on what students should be able to do after successful completion of the course. Learning outcomes should be clearly stated in the course syllabus.

Comments for Improvement

Please use this side of the form only

ISO:F211_21

Figure 5: Evaluation form by which students evaluate the work of academic staff

IUS GRADUATES EXIT SURVEY FORM	
A INFORMATION ABOUT THE GRADUATE	
A.1	What study program did you graduate from? [*] SP: _____
A.2	What cycle of study did you complete? I II III
A.3	What is your gender? F M
<small>*THE FORM WILL NOT BE CONSIDERED VALID IF THIS INFORMATION IS NOT PROVIDED</small>	
B SATISFACTION WITH STUDY PROGRAM (all years of study)	
	1 - not at all 5 - to a very great extent
B.1	To what extent did the study program fulfill your expectations? 1 2 3 4 5
B.2	To what extent you think did the study program train you for your profession? 1 2 3 4 5
B.3	To what extent you think did the study program equip you with the knowledge/competences to continue your education? 1 2 3 4 5
B.4	To what extent the information you had before enrolment were correct? 1 2 3 4 5
B.5	To what extent you think your study program was hard and demanding? 1 2 3 4 5
B.6	To what extent you were satisfied with the ways the teaching is conducted? 1 2 3 4 5
B.7	To what extent you think academic staff had impartial and fair attitude towards students? 1 2 3 4 5
B.8	To what extent you think academic staff was accessible and helpful? 1 2 3 4 5
B.9	To what extent you think your advisor was accessible and helpful? 1 2 3 4 5
B.10	To what extent you think that the SP offered opportunities for students to take part in academic staff research activities? 1 2 3 4 5
B.11	To what extent you think that the SP offered opportunities for combining different fields of study? 1 2 3 4 5
B.12	To what extent do you think price of study vs. benefit you gained was balanced? 1 2 3 4 5
C SATISFACTION WITH IUS ADMINISTRATIVE SERVICES (all years of study)	
	1- completely unsatisfied 5- completely satisfied
C.1	Student Affairs Office services 1 2 3 4 5
C.2	Student information system usefulness 1 2 3 4 5
C.3	IT Center (email setting, ID cards, etc) 1 2 3 4 5
C.4	Library well-equipped and supported the curriculum 1 2 3 4 5
C.5	Student and Career Center usefulness (opportunities for employment, career advising, work placement/internship) 1 2 3 4 5
C.6	International Relation Office (opportunities for mobility, international exchange benefits) 1 2 3 4 5
C.7	Canteen offer 1 2 3 4 5
C.8	Visa facilitation (if applicable) N/A 1 2 3 4 5
C.9	Organisation of extra-curricular activities by university (offer of trips, health, sport, cultural, etc) 1 2 3 4 5
C.10	Student Parliament (SPIUS) performance and influence 1 2 3 4 5
D SATISFACTION WITH GENERAL STUDY ENVIRONMENT: (all years of study)	
	1- completely unsatisfied 5- completely satisfied
D.1	General quality of campus infrastructure (Access to university, buildings, surrounding) 1 2 3 4 5
D.2	Wi-Fi at Campus 1 2 3 4 5
D.3	Computers access 1 2 3 4 5
D.4	Laboratories' equipment (if applicable) N/A 1 2 3 4 5
E GENERAL SATISFACTION WITH IUS (all years of study)	
	1- very unlikely 5- very likely
E.1	Based on your experience, how likely it is that you would recommend IUS to a future student? 1 2 3 4 5
F	Please provide your comments:

Figure 6: A copy of the form used for the survey of graduates

IUS ALUMNI SURVEY QUESTIONNAIRE

1. Contact information

What is your name and surname?

- 1.A. What's your personal e-mail address?
- 1.B. What is your phone number?
- 1.C. What's the best way to contact you?
- 1.D. Do you have a LinkedIn profile? If yes, could you please share the link here?
- 1.E. In which country do you live?

2. Study

- 2.A. Which study program did you graduated from? (List will be provided)
- 2.B. Please mark the study cycle: Bachelor Master PhD (can be more than one)
- 2.C. Which year did you graduate from IUS? (can be more than one)
- 2.D. Did you continue with further studies after graduating? YES NO
- 2.E. If yes, in which country /institution/field of study?
- 2.F. What have proved to be the most helpful things you learned during your studies at IUS?
- 2.G. What did you learn at IUS that is the most applicable (useful, most vital) to your current professional position?

3. Employment

- 3.A. Are you currently employed? YES NO
- 3.B. If yes, which company do you currently work for?
- 3.C. What field are you currently working in?
- 3.D. Is your current job directly related to your studies completed at IUS?
- 3.E. How long did it take you to find a job upon graduation (please mark)?
 - Immediately
 - 3 to 6 months
 - 6 months to 12 months
 - After one year
 - Didn't find a job. Why?
- 3.F. Do you feel IUS adequately prepared you to find a job? YES NO
If NO, why?
- 3.G. Did you have enough practical courses or career advising during your study at IUS which helped you to gain more practical experiences? YES NO
- 3.F. Please write it down if you have any recommendation for improvement of student preparation for labour market.

4. Engagement with IUS after graduation

- 4.A. Have you attended any IUS alumni events?
- 4.B. Have you ever had to seek any of IUS services postgraduation? (i.e. diploma copy, students interested for internship, cooperation with other institution, etc). If yes, how satisfied you were with the IUS response?
- 4.C. Would you be interested in future engagement with IUS? YES NO
- 4.D. Please write it down if you have any recommendation for improvement of the alumni engagement at IUS.

5. Overall satisfaction

- 5.A. On a scale from 1–5, how satisfied were you with your overall experience at IUS?
(0- not satisfied at all, 5- completely satisfied.)
- 5.B. On a scale from 1–5, how likely are you to recommend IUS to someone else?
(0- not likely at all, 5- very likely.)
- 5.C. I think that my education at IUS improved my individual/independent working competences.
(0-I strongly disagree, 5- I strongly agree)
- 5.D. During my education, I gained the ability to work in a team.
(0-I strongly disagree, 5- I strongly agree)

Figure 7: Copy of the form used for alumni survey

IF YOU ALREADY FILLED OUT THIS FORM, NO NEED TO DO IT AGAIN

STUDENT SATISFACTION SURVEY, AY 2017- 2018

IUS ADMINISTRATION/CAMPUS SERVICE

TICK AS APPLICABLE: 5-agree completely 4-agree to the certain extent 3- neither agree or disagree 2- disagree
1-strongly disagree N/A – did not require the services

When I think of services that I have received in the past year from:

Student Affairs Office	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
International Relations Office	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
Social and Cultural Activities, Health (Visa Office)	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
Career Center	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
Finance Office	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
Library	5	4	3	2	1	N/A
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
Campus infrastructure, facilities and equipment	5	4	3	2	1	N/A
IUS campus security is excellent.						
I am happy about the equipment available in the classrooms.						
I am happy about the equipment available in the labs.						
I am happy with the campus sport facilities.						
The Campus facilities are clean and tidy.						

If you had the freedom to change anything about the IUS services you receive, what would you change? _____

YOU MAY WRITE ON THE BACK OF THIS FORM!

Figure 8: Copy of the form used for the student survey on the quality of infrastructure and administrative services at IUS



Certificate of Accreditation

This is to certify that

International University of Sarajevo English Language School

is accredited by Eaquals.

International University of Sarajevo English Language School has been accredited by Eaquals since 2017 and at the most recent Eaquals inspection in March 2022 its full compliance with all Eaquals Quality Standards was again demonstrated.

Accreditation and membership has therefore been reconfirmed until

31 December 2025.

Thom Kiddle
Chair

Ludka Kotarska
Director of Accreditation & Consultancy Services

www.eaquals.org

Figure 9: Eaquals ELS Certificate



Evaluation Form for Incoming Exchange Students

1. General information

Name, Surname, Student ID No: _____

Faculty/ Program /Study Year: (Ex. FENS/GBE/5th Sem 3rd Year or FASS/PSY/3RD Sem 2nd Year)

Period/Place of Exchange: (Ex. Spring 2019 IUS, BH)

Type of exchange you participated in (Erasmus, Mevlana or Individual): _____

2. I am satisfied with the support International Relations Office (IRO) of my **host university** provided regarding this exchange. (Please mark one field with X)

4= Strongly agree	3= Agree	2= Not sure	1= Disagree	0= Strongly disagree
X				

Please explain your answer:

3. The best thing about your mobility, host university and city?

4. The worst thing about your mobility, host university and city?

5. Advice for the next generation coming to our university/city/country?

6. Suggestions for improvement?

Thank you for taking the time to fill in this questionnaire. We will use it to improve our services and help our students for a smoother exchange experience 😊

Figure 10: Evaluation Form for Incoming Exchange Students

Table 8: List of scientific-research and development projects in the last 5 years Lista naučnoistraživačkih i razvojnih projekata u posljednjih 5 godina

Project title	Coordinator	Funding Agency	Duration	Total budget (BAM)
Innovative AI-framework to enable the detection, classification and tracking of killer drones Ai4CUAV	Assoc. Prof. Dr. Tarik Namas	NATO – North Atlantic Treaty Organization	26.12.2023 25.12.2026	116,798
Developing Capacity for VET Systems in Western Balkans - DC-VET-WB	Sibela Beširević	EU/European Commission - VET project	01.01.2023 01.01.2026	95,061
Examination of the Influence of the Shape, Height and Mutual Position of Buildings on the Efficiency of External Ventilation and Air Quality	Prof. Dr. Muhamed Hadžiabdić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	41,000
Development of Thermal Panels Based on Straw and Phase Change Materials (PCM) for Passive Construction	Assoc. Prof. Dr. Benjamin Duraković	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	32,500
In Vitro Evaluation of	Assoc. Prof. Dr.	Ministry of	14.09.2023	42,000

New Therapeutics in the Treatment of Lymphoma IVENT	Altijana Hromić-Jahjefendić	Science, Higher Education and Youth, Canton Sarajevo	13.09.2024	
Determinants and Outcomes of Different Types of Innovation in SMEs in Bosnia and Herzegovina: the Role of Green Practices	Assoc. Prof. Dr. Emil Knezović	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	30,000
Investigating the Connection Between Financial Behavior, Financial Well-Being and Sustainable Consumption: a Multidimensional Analysis	Assist. Prof. Dr. Šejma Aydin	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	5,000
Third Youth Conference of Language, Literature, and Education	Assoc. Prof. Dr. Almasa Mulalić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	2,000
Deep Tech in Material Science: Greening the Balkan HEIs Innovation and Entrepreneurial	Assoc. Prof. Dr. Altijana Hromić-Jahjefendić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	14.09.2023 13.09.2024	3,000

Potential				
Deep Green Inno (DGI)	Assoc. Prof. Dr. Altijana Hromić- Jahjefendić	EU/European Commission – EIT HEI Initiative	01.05.2023 31.07.2024	215,141
Tourism education of the future TEF	Mirsada Mehremić	Erasmus+ EU/European Commission	01.01.2023 01.01.2025	71,082
Capacity in Digital VET Teaching - CANDI	Emir Šehić	EU/European Commission	01.01.2023 01.01.2025	47,548
European Energy Security - EES	Assoc. Prof. Dr. Aliaksandr Novikau	EU/European Commission Jean Monnet Module	31.12.2022 30.12.2025	46,939
Internationalization of VET Systems in WB - INTERVET WB	Mirsada Mehremić	EU/European Commission - VET project	19.01.2020 19.12.2023	211,023
COVIRNA - A diagnostic test to improve surveillance and care of COVID- 19 patients	Assoc. Prof. Dr. Kanita Karađuzović- Hadžiabdić	EU/European Commission Horizon 2020	01.11.2020 30.11.2023	117,349
Management of haptic interaction	Emeritus Prof. Dr. Asif Šabanović	Ministry of Science, Higher Education and Youth, Canton	01.10.2022 31.12.2023	66,000

		Sarajevo		
ADRION Transnational Master in Renewable Energy	Docent, dr. Ismar Alagić	ADRION IPA	03.01.2023 30.09.2023	104,453
Dispersion of Air Pollutants in Traffic under the Conditions of Temperature Inversion	Prof. Dr. Muhamed Hadžiabdić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	28.09.2021 31.12.2022	80,210
Entrepreneurial and Intra-Entrepreneurial Intentions in the Sarajevo Canton: A Generational Approach	Assoc. Prof. Dr. Emil Knezović	Ministry of Science, Higher Education and Youth, Canton Sarajevo	28.09.2021 31.05.2023	27,000
Europeanization of Western Balkans and its Role in Growth and Development	Assist. Prof. Dr. Dženita Šiljak	Ministry of Science, Higher Education and Youth, Canton Sarajevo	19.11.2021 30.06.2022	20,000
Ceales Skincare Project	Assoc. Prof. Dr. Altijana Hromić- Jahjefendić	Ceales Skincare	10.01.2020 31.03.2021	41,110
Modeling Educational Robot (MER)	Prof. Dr. Muhamed Hadžiabdić	EU/European Commission	15.10.2019 14.10.2021	72,580
KUL-IUS Preparation of an international	Assoc. Prof. Dr. Altijana	National Polish	16.12.2019	74,712

master study and recruitment in biological sciences	Hromić-Jahjefendić	Agency	28.02.2021	
Numerical stimulation of air flow, dispersion and quality in urban orographs and meteorological conditions	Prof. Dr. Muhamed Hadžiabdić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	01.11.2019 29.02.2021	50,000
Automatic regulation of voltage and reactive power in turbid three-phase distribution networks	Prof. Dr. Izudin Džafić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	01.11.2019 31.01.2021	60,000
Fundamental research on the historical, political, linguistic, literary and cultural identity of Bosniaks	Vanr. prof. dr. Admir Mulaosmanović	Ministry of Science, Higher Education and Youth, Canton Sarajevo	01.09.2018 01.03.2020	70,000
Application of educational recommendations as a form of restorative justice in Canton Sarajevo 2012-2017	Assoc. Prof. Dr. Ena Kazić	Ministry of Science, Higher Education and Youth, Canton Sarajevo	01.11.2018 01.11.2019	1,000

Table 9: Examples of IUS cooperation with stakeholders

INDUSTRY/EMPLOYERS			
ACTIVITY	COMPANY	RESULTS ACHIEVED AND FURTHER COOPERATION	RELATION TO STRATEGIC GOALS
Collaboration with experts from practice. Engagement in teaching as well as scientific, research and artistic work.	<i>Depending on the specifics of the study program, i.e. the research project.</i>	Students have acquired practical skills in the field they are studying. They stated this explicitly in a survey of graduates. (IUS Graduate Survey, 2023)	STUDENT-CENTERED GOALS (Strategic Objective 1 - SC1) RESEARCH-ORIENTED GOALS (Strategic Objective 2 – SC2)
Through cooperation between IUS and the business community, a significant number of student internships/ internships have been realized, which are a compulsory subject at IUS	<i>Depending on the specifics of the study program, i.e. the research project</i>	Expressed satisfaction of students in the final reports on the student internship.	STUDENT-CENTERED GOALS (Strategic Objective 1 - SC1)
Consultations regarding the improvement of curricula in terms of market needs.	<i>Depending on the specifics of the study program, i.e. the research project</i>	Strengthening the links between IUS and the business community	STUDENT-CENTERED GOALS (Strategic Objective 1 - SC1)

Recycling and removal of waste from the Campus	The agreement signed with Public utility company RAD in the field of recycling and waste disposal, and with "Aida Commerce", which donated containers and baskets and provided transportation.	The awareness of students and employees about environmental protection and sustainable development is strengthened within the campus,	GLOBAL CITIZENSHIP – CONTRIBUTION TO THE COMMUNITY (Strategic Objective 3 – SC3)
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GOVERNMENT INSTITUTIONS

ACTIVITY	GOVERNMENT ORGANISATION	ACHIEVED RESULT	RELATION TO THE STRATEGIC GOALS
Engagement of academics of IUS in active contribution to the development of Strategies, Laws and accompanying bylaws in the field of higher education in Canton Sarajevo	Sarajevo Canton, Ministry of Science, Higher Education and Youth	Sarajevo Canton documents in whose drafting representatives of IUS took an active part: Science Development Strategy in Sarajevo Canton for the period from 2024 to 2027 Strategy towards young people Bylaws such as e.g. Regulation on institutional	ALL STRATEGIC OBJECTIVES

		accreditation and accreditation of study programmes	
Cooperation with CIP – periodic consultations, participation of IUS representatives in conferences, seminars and workshops	Centre for Information and Recognition of Qualifications in Higher Education - CIP	Awareness of current and relevant topics in the field of higher education in BiH and EHEA and adoption of appropriate measures by the University	ALL STRATEGIC OBJECTIVES
Cooperation with HEA – periodic consultations, participation of IUS representatives in conferences, seminars and workshops	Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina - HEA	Awareness of current and relevant topics in the field of higher education in BiH and EHEA and adoption of appropriate measures by the University	ALL STRATEGIC OBJECTIVES
UNIVERSITIES AND OTHER SCIENTIFIC-RESEARCH INSTITUTIONS			
ACTIVITY	UNIVERSITY	ACHIEVED RESULTS AND FURTHER COOPERATION	RELATION TO THE STRATEGIC GOALS
Organizing joint studies in order to obtain dual diplomas	Istanbul Technical University – ITU, Istanbul University, Marmara University	IUS Web page a	STUDENT-CENTERED GOALS (Strategic Objective 1 - SG1)

IUS students may use resources of the National Library	National Library	continuous	STUDENT-CENTERED GOALS (Strategic Objective 1 - SG1)
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NON-GOVERNMENTAL ORGANISATIONS AND NETWORKING

ACTIVITY	INSTITUTION	ACHIEVED RESULTS AND FURTHER COOPERATION	RELATION WITH STRATEGIC GOALS
Information exchange	Erasmus+ Office, BiH	Information about projects as well as successfully implemented projects	RESEARCH ORIENTED GOALS (Strategic Goal 2 – SG2)
IUS is a member of SDSN. Exchange of information and the possibility of participating in joint projects	Sustainable Development Solution Network (SDSN) – A global initiative for the United Nations https://www.unsdsn.org/	Various forms of education, exchange of information	RESEARCH ORIENTED GOALS (Strategic Goal 2 – SG2)
Exchange of information and educational workshops	GTZ, UNDP	Raising awareness of the Sustainable Development Goals (SDGs)	GLOBAL CITIZENSHIP – CONTRIBUTION TO THE COMMUNITY-SG3

IUS alumni

ACTIVITY	INSTITUTION	ACHIEVED RESULTS AND FURTHER COOPERATION	RELATION TO STRATEGIC GOALS
Conducting surveys	IUS ALUMNI	Motivation of students and	ALL STRATEGIC

<p>on various issues relevant to the university.</p> <p>Stories about alumni are periodically published on the website for the purpose of motivating students</p>		<p>perspective students</p>	<p>GOALS</p>
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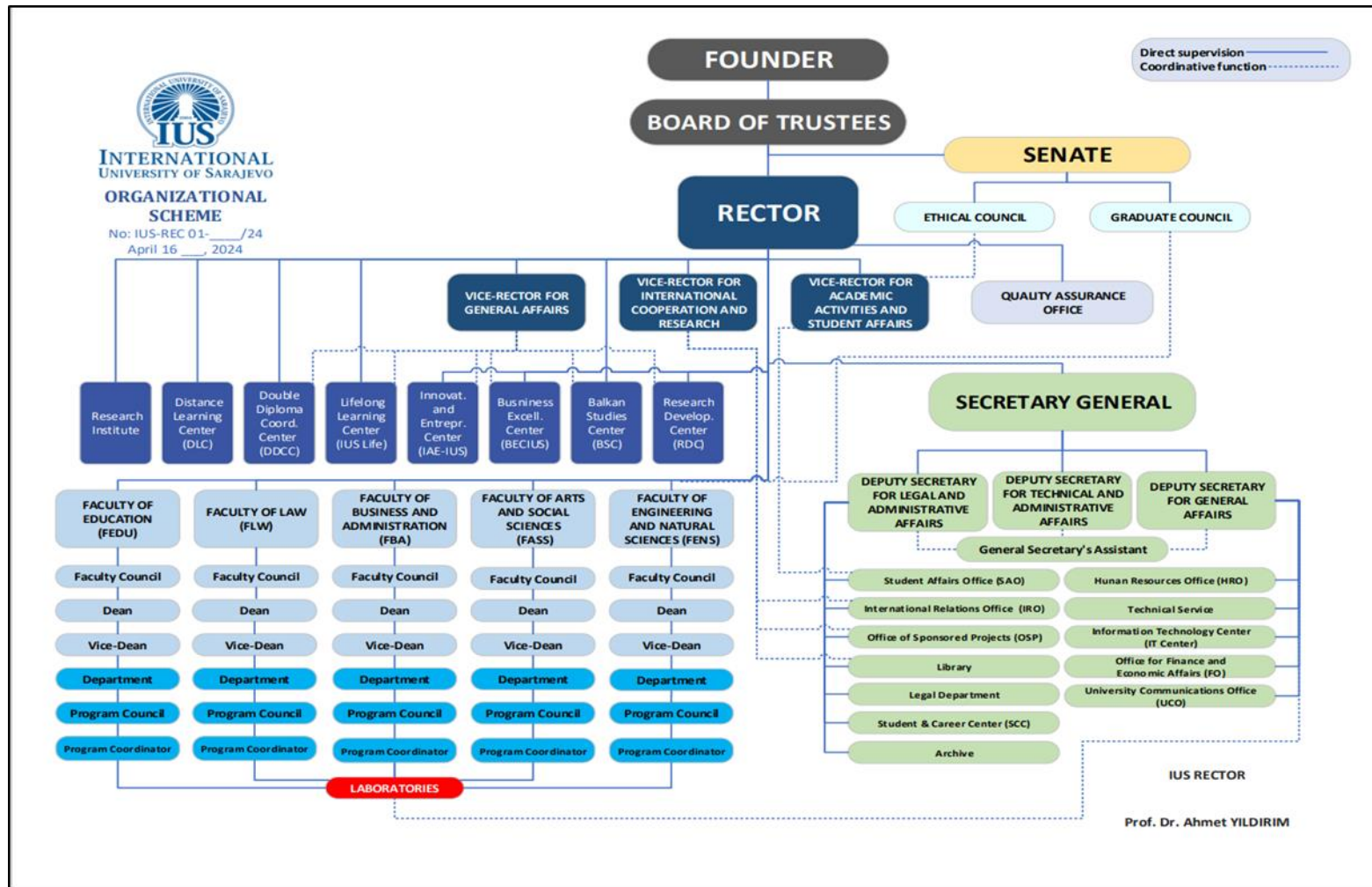


Figure 11: Organisational Chart

