



<i>Protocol no.</i>	<i>IUS REC 01-2533/23</i>
<i>DATE</i>	<i>7 September, 2023</i>

INTERNATIONAL UNIVERSITY OF SARAJEVO

**1<sup>st</sup> REPORT ON IMPLEMENTATION  
OF THE IUS STRATEGIC PLAN 2022-2026  
REPORTING PERIOD: 2022**

Sarajevo, October 2023

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## List of abbreviations

ARCH	Architecture
BECIUS	IUS Center for Business Excellence
CC	Curriculum Committee
CSE	Computer Sciences and Engineering
ECON	Economics
EE	Electrical And Electronics Engineering
ELIT	English Language and Literature
FASS	Faculty of Arts and Social Sciences
FBA	Faculty of Business Administration
FENS	Faculty of engineering and Social Sciences
FEDU	Faculty of Education
FLW	Faculty of Law
IUS	International University of Sarajevo
MAN	Management
ME	Mechanical Engineering
MoU	Memoranda of Understanding
OER	Open Educational Resources
OSP	Office of Sponsored Projects
PSIR	Political Science and International Relations
QMS	Quality Management System
QAO	Quality Assurance Office
SAO	Student Affairs Office
SCC	Student and Career Center
SDG	UN Sustainable Development Goals
SE	Software Engineering
SIS	Student Information System
SG	Strategic Goal
SPSS	Software for Statistics
SSST	Sarajevo School of Science and Technology
TLT	Turkish Language and Literature, Teaching
VACD	Visual Arts and Communications Design

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Figure 1	IUS STRATEGIC GOALS 2022-2026 SYNERGY
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## I Introductory Note: IUS STRATEGIC GOALS' SYNERGY

**IUS Strategic Plan 2022 – 2026 (hereinafter “IUS Strategy”)** was adopted in December 2021 by the IUS Board of Trustees. IUS Strategy is publicly available via the link: [IUS Strategic Plan 2022-2026](#). Its implementation is guided and monitored by the Strategic Management Body (SMB)<sup>1</sup>, which is chaired by the IUS Rector, Prof. Dr. Ahmet Yildirim and coordinated by the Vice Rector, Prof. Dr Emil Knezović. In the reporting period, SMB held two meetings so far, whereby concrete operational goals delivery and further actions were discussed.

IUS strategic direction derives from its vision and mission:

*Our vision is to 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.*

*IUS strives to be an institution of multi-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. To achieve these goals, the IUS Strategic Plan 2022-2026 was woven by collaborating with people at every layer of IUS staff, students, academics, and employees as an example of shared corporate governance.*

The following ten (10) principles of IUS, as defined in the IUS Strategy 2022-2026, serve to inform our actions in achieving our mission and vision:

1. Contribution to Bosnia and Herzegovina and Canton Sarajevo development.
2. Ensuring educational innovation, and the creation and application of knowledge.
3. Continuation of quality management system improvement.
4. Applying inclusive and active cooperation with stakeholders.
5. Applying innovative approaches in education, research and artistic work and development.
6. Creation of partnerships with regional and local industries.
7. Promoting internationalization.
8. Supporting systemic approach to UN Sustainable Development Goals (SDG).
9. Promotion of intellectual honesty and anti-plagiarism in all kinds of academic and student work.
10. Promotion of transparency, accountability, and visibility at all levels of the University operations.

The Strategy<sup>2</sup> has served as our guide to achieving mission and vision by setting out three main goals, which are: student-centric, research-centric and global citizenship goals. These goals are interconnected in six areas, as follows: academic excellence; innovative study programs and educational methods; scientific research and artistic impact; peace, regional and global well-being; internationalization and far-fetched cooperation with industry and society; and sustainable development.

To achieve these goals, the IUS five-year strategy was woven by collaborating with people at every layer of IUS staff, students, academics, and employees as an example of shared corporate governance. While each of the strategic priorities are defined separately in the Strategic Action Plan, they are all interconnected to create a unified guide to our future (see Figure 1).

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<sup>1</sup> The Rector appointed the SMB members by his Decision on establishment of Strategic Management Body at IUS No. IUS REC01-1643/2022

<sup>2</sup> Constituent Part of the IUS Strategic Plan 2022-2026

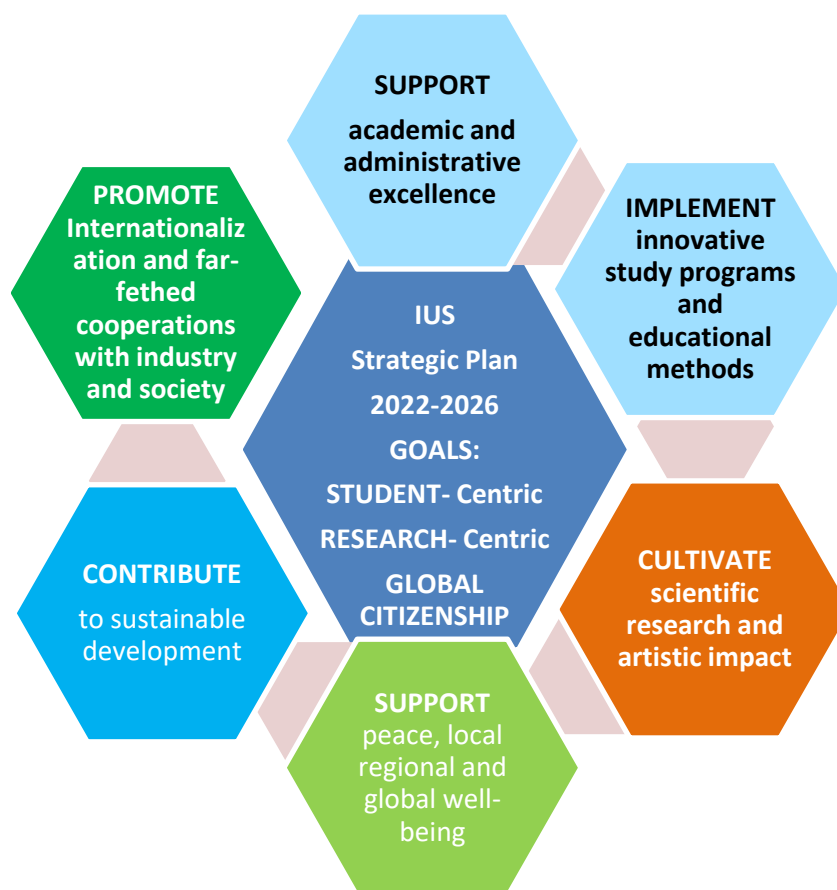


Figure 1. IUS STRATEGIC GOALS 2022-2026 SYNERGY

## II IMPLEMENTATION OF THE STRATEGY ACTION PLAN

The following chapters summarise IUS accomplishments of each strategic goal during the first year of the Strategy implementation (January – December 2022) in accordance with the Strategic Action Plan<sup>3</sup>.

### 1. STUDENT CENTRIC GOALS (SG1)

#### 1.1. OPERATIONAL OBJECTIVES OF SG1

Operational objectives of SG1 are:

- i. Academic and administrative excellence
- ii. Enrichment of students by academic and administrative excellence

<sup>3</sup> Strategic Action Plan is a as its constituent part of the IUS Strategy

### 1.1.1. OPERATIONAL OBJECTIVE SG1.i.: Academic and Administrative Excellence

Actions taken towards achieving Operational Objective SG1.i were as follows:

#### ➤ ***Semester Student Survey's Methodology Improvement***

The quality of collecting students' satisfaction feedback through investment into the relevant software module has significantly improved. This enhancement was achieved via purchasing a software module which is connected to SIS and enables conducting the survey online. After conducting student surveys during two semesters, the investment proved to be fit for purpose as the participation of the students increased significantly. [Student satisfaction](#) with teaching was graded highly in the reporting period. Students showed a remarkable level of maturity as well as trust in the quality of IUS by suggesting measures for improvement of teaching and learning at IUS. These measures were taken on board as one of the inputs for overall teaching improvement at the IUS.

#### ➤ ***Teaching improvement through guest lecturers***

Significant enhancement in teaching-industry cooperation was reported by all faculties and study programs at IUS. In the reporting period, teaching and learning at IUS was improved by hosting guest lecturers of relevant background to the aim of enriching the curricula content and equipping students with practical and/or other experience in the relevant topic. Some of the guest lecturers came from other universities in BiH or abroad, while the other come from real sector i.e. government, civil society and industry. Some of the examples are as follows: Prof. Suzana Gotovac-Atlagic from the University of Banja Luka and Prof. Jin Miyawaki from the Kyushu University, who held lectures in Genetics and Bioengineering. Another example is from, Computer Sciences and Software Engineering study programmes that organised eight events called "*Industry Talks*" whereby the companies shared real-life examples and promoted their internship programmes.

#### ➤ ***Enhance in-course practical work, increase internships opportunities and cooperation with industry***

IUS extensively promotes its cooperation with industry to equip its students with practical skills and extend opportunities for relevant and quality internship. In the reference period the following activities were implemented:

- Student and Career Center (SCC) organised its activities in career advising for students as per the following three actions: direct contact with the companies, organising job fair, and individual company presentations at IUS. In addition, SCC sends new opportunities for students on internship via email on regular basis. For this purpose SCC organised the event titled "IUS Job Fair 2022" hosted by IUS. Twenty local and international companies and around 700 visitors took part in the event. Some of the companies/organisations which took part in the event were: "Deloitte", "Ziraat Bank", Bit Alliance and 'Transparency International'.
- To the aim to promote IUS and establish cooperation, Director of BECIUS Prof. Dr. Alagic visited a significant number of local companies to mention but a few: "ENOVA", "HIFA Petrol", Argeta BH; Pharmamed; HST CNC Technik, JP Grijanje Zenica, Tamex. Within the project *Business-oriented Education and Competences at the International University of Sarajevo*, BECIUS established

cooperation with the Chamber of Commerce of Federation of Bosnia and Herzegovina and signed several Memoranda of Understanding between IUS and local companies.

- To the aim of expanding knowledge about Renewable Energy Technologies among population of IUS students, Mechanical Engineering study program (ME) organized study field visit of students to local companies which are considered as local leaders in the domain of renewable energy.
- To the aim of equipping students of Law with practical knowledge, Faculty of Law organised several study visits of its students to the law enforcement institutions, such as Zenica Prison (“Kaznenopopravni zavod zatvorenog tipa Zenica”).
- Several workshops and events, organized by the extensive efforts of IUS faculty were held. For example, Software Engineering and Computer Science study programs’ faculty organized educational workshops which were meant to equip students with practical knowledge in their respective fields. *Computer Network Fundamentals Workshop* was organized with an industry partner whereby students had opportunity to practice their theoretical knowledge in the real-life context. The events *Girls in ICT Day* and *Cybersecurity Awareness Month* hosted speakers from UN Women, and the top IT companies in the field.
- As a result of many efforts by Computer Science professors, IUS became a Cisco Net Academy Center.

#### ➤ ***Introducing new elective/microcredit/non-credit global, regional and local courses***

Following a detailed analysis of the study programs’ curricula in the local context, taking into consideration availability of resources, student and graduates’ input and global trends, several study programs upgraded and innovated their curricula. They enriched their curricula by offering contemporary courses to equip IUS students with more transferable skills and competences which are widely sought in today’s global market. In the referenced period, the existing curricula were enriched by 16 new courses (all cycles), to mention but a few: *International Business Law* (Faculty of Law), *Basic Principles of Animation* (Faculty of Arts and Social Sciences, Study Program of Visual Arts and Visual Communications Design), *Environmental Impact Assessment* (Faculty of Engineering and Natural Sciences, Study Program of Architecture), *Modern Approaches to Genome Analysis* (Faculty of Engineering and Natural Sciences, Study Program of Genetics and Bioengineering), *Cybersecurity Essentials* and *Principles of Quantum Computing* Faculty of Engineering and Natural Sciences, Study Program Computer Sciences, *Introduction to Academic Writing* (Faculty of Arts and Social Sciences, Study Program of English Language and Literature).

#### ➤ ***Administrative Excellence***

To the aim of improving quality management system of the General Secretariat of IUS, the professional development training on international standard BAS EN ISO 9001:2015 was provided to the administrative units. The training was delivered by the external expert from Institute for Standardization of Bosnia and Herzegovina (ISBIH). The training aim was to improve existing QMS in terms of more efficient and effective work processes and their adherence to the respective standard. The external ISO certification house “Tuvadria”, was selected to carry out the external audit of IUS administrative units. The audit was carried in July 2022, leading to the IUS General Secretariat certification in accordance with ISO 9001:2015.

➤ **Enhance SDGs delivery through education, research and art**

By recognising the role which universities can play in ensuring sustainable future, IUS incorporated SDG delivery in its strategic goals. By raising awareness and engaging with the SDGs, IUS has committed to increase demand for SDG-related education, build new partnerships, and access new funding streams. In line with IUS strategic goals QA Office initiated and coordinated various types of SDG activities starting with setting up a framework of activities and their respective focus. IUS SDG Policy was adopted in November 2021. As a result of increased number of SDG related activities, the SDG Executive Committee was established in November 2022 and tasked to streamline the SDG priorities. The SDG activities which have been implemented so far, are publicly available on SDG AT IUS LINK web page. IUS also established OPEN EDUCATIONAL RESOURCES (OER) which can be reached via the following link: IUS OPEN EDUCATIONAL RESOURCES. In the referenced period the content and learning outcomes of 37 courses were aligned with relevant SDGs.

Times Higher Education Impact Ranking (SDG delivery) for 2022 ranking positioned IUS in the 1001+ rank among the 1410 universities worldwide that implement SDGs through their university activities. The best ranked goals were SDG 5: *Gender Equality*, SDG 10: *Reduced Inequalities*, and SDG 4 *Quality Education*. IUS remained the only university in BiH ranked by THE Impact Ranking.

Several scientific articles were published by IUS faculty which contribute to delivery of the Sustainable Development Goals, to mention but a few by Prof. Aliksander Novikau which directly contributed to delivery of SDG 7 -Affordable and Clean Energy, and SDG 15 – Life on Land. These are:

- Novikau, A. (2022). Energy, and Human and Planetary Health: Is the Mutual Link Inevitable?. In: Leal Filho, W. (eds) Handbook of Human and Planetary Health. Climate Change Management. Springer, Cham. [https://doi.org/10.1007/978-3-031-09879-6\\_7](https://doi.org/10.1007/978-3-031-09879-6_7)
- Aliksandr Novikau, Rethinking demand security: Between national interests and energy exports, Energy Research & Social Science, Volume 87, 2022, 102494, ISSN 2214-6296, <https://doi.org/10.1016/j.erss.2022.102494>.
- Aliksandr Novikau, Current challenges and prospects of wind energy in Belarus, Renewable Energy, Volume 182, 2022, Pages 1049-1059, ISSN 0960-1481, <https://doi.org/10.1016/j.renene.2021.11.011>.
- Aliksandr Novikau, The evolution of the natural protected areas system in Belarus: From communism to authoritarianism, Global Ecology and Conservation, Volume 26, 2021, e01486, ISSN 2351-9894, <https://doi.org/10.1016/j.gecco.2021.e01486>. (SDG 5, Life on Earth).
- The Jean Monnet module project "European Energy Security" funded by the European Commission which directly focuses on the SDG 7 - Affordable and Clean Energy has been approved and will be implemented in 2023–2025.

➤ **Continue with improvement of study programs respective to quality enhancement activities.<sup>4</sup>**

In the referenced period ( ) IUS Quality Assurance Office, in cooperation with the legal team, prepared the [\*Book of Rules on Adoption, Changes and Evaluation of Study Programs at the International University of Sarajevo\*](#). The Book of Rules defines the procedure of adoption of new study programs and changes in the existing study programs, by ensuring the necessary level of quality in the afore-

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<sup>4</sup> This is a cross-cutting activity and as such it pervades all activities.

mentioned processes. Furthermore, Quality Assurance Office digitalized the process of the curriculum changes via the E-campus. Digitalization of the curriculum process changes serves to contribute to the overall quality enhancement of IUS processes.

### 1.1.2. OPERATIONAL OBJECTIVE SG1.ii.: Enrichment of students by innovative programs and education methods

Actions taken towards achieving Operational Objective SG1.ii were as follows:

➤ ***Enriching Students with innovative study programs and introducing more interdisciplinary/multidisciplinary tracks within the existing qualifications.***

In accordance with the IUS vision and mission, the IUS Strategic plans for the period 2022-2026, the Development Strategy of Canton Sarajevo 2021–2027, the Law on Higher Education of Canton Sarajevo, as well as the deep analysis and examination of public opinion, university stakeholders, and following modern world trends in science and labour market, the International University of Sarajevo (IUS) has decided to open 3 new study programs from the next academic year 2023/24:

- Hospitality and Tourism Management (HTM) study program I cycle (FBA), Bachelor level
- Artificial Intelligence and Data Engineering (AIDE) (FENS), Bachelor level
- Computational Biology (FENS), Master level

Furthermore, several elaborates for new study tracks within the existing qualifications were submitted to the Curriculum Committee by FENS and FBA. These are still under consideration and subject to the approval of the IUS Board of Trustees.

The existing programs *International Relations* and the program *Political Science* were merged into one program – Political Science and International Relations (PSIR), which will be offered at Faculty of Business and Administration (FBA).

➤ ***Introducing new teaching methods***

During AY 2022/2023, Pearson digital solution, “*MyLab*” platform was used for Physics (NS102), Calculus I (MATH101), Introduction to Programming (CS103) and Advanced Programming (CS105) courses. The main idea was to help students increase their level of engagement, knowledge and passing grades in these courses. Briefly, *MyLab* is an innovative homework, tutorial and assessment web-based platform developed by Pearson, one of the world’s largest publishing companies, which helps students with additional exercises, guided solutions, and sample problems. It continually assesses each student’s performance and shows them activities they should focus on based on their misconceptions and mistakes. This was a Pilot project implemented in AY 2022-2023. After the academic year is over the survey among the students and professors was carried out to make informative decision on the project continuation. Based on the evaluation analysis, it was concluded that the students of two Physics courses and Mathematics benefited by using the above-mentioned tool. Therefore, it was decided that the subscription for these courses will continue in the coming academic year.

➤ **ICT and digital technologies in class**

CISCO Webex system and interactive Smart Boards have been continuously and successfully used by IUS faculty and students. In addition, the following lists some of the technologies that were used during lectures/tutorials: FASS: Figma (UI software); MIRO - Collaboration tool; Clip Studio paint Software - App for drawing and Painting; FBA: AMOS software was purchased for ECON LAB primarily for Research Methods courses (and final projects/theses purposes; SPSS annual subscription was regularly renewed. STATA software was also regularly renewed and used for the course of Econometrics. Furthermore, Investopedia stock simulator open source was used for the Investment and Portfolio Management course. FENS: QR attendance is used in some courses to decrease interaction time lost during taking attendance. FENS continues to work on establishing a new modern computer laboratory to meet the needs of the growing number of students. Finally, a new computer laboratory “CS Lab”, with 45 personal computers, was established.

**1.2. IUS MANAGEMENT OBSERVATION ON STRATEGY IMPLEMENTATION OF SG1**

As per the indicators, which were set in the Strategic Action Plan, SG1 was achieved to the highest extent compared to the other SGs. We can proudly state that IUS is incrementally improving regarding the activities related to student centric goals, especially in terms of guest lectures, introduction of elective courses aligned with contemporary changes in the environment, cooperation with industry and increase of SDG activities which inter alia include enriching the curricula with SDG related topics. However, there is room for improvement, which is outlined in corrective measures and actions.

**1.3. CORRECTIVE MEASURES - SG1**

The data collection yielded different forms of reporting from faculties and administrative units. In such a case, it was difficult to standardize the reporting and clearly assess the strengths and weaknesses. Therefore, the first corrective measure was to assess and modify the reporting process. Some indicators need to be reformulated to be fit for purpose. The useful data provided room for improvement in several areas. The rest of the measures are outlined in the action plan.

**1.4. ACTION PLAN – SG1**

<b>Corrective Action</b>	<b>Person/Office in charge</b>	<b>To be reported to</b>	<b>By deadline</b>
Modify the indicators (make them more specific and assign one reporting unit per action to avoid double entries)	Vice-Rector for Academic and Students’ Affairs	Rectorate	December 30, 2023
Increase the number of guest lecturers across all study programmes	Faculties (Deans, Program Coordinators)	Rectorate	June 30, 2024
Slightly revise and update curricula if needed, with special focus on elective courses	Faculties (Deans, Program Coordinators)	Rectorate	June 30, 2024
Reconsider introducing the tracks within the current curricula	Faculties (Deans, Program Coordinators)	Rectorate	June 30, 2024
Revise and update the software needs in labs	Faculties (Deans, Program Coordinators)	Rectorate	June 30, 2024

## 2. RESEARCH - CENTRIC GOALS (SG2)

### 2.1. OPERATIONAL OBJECTIVES OF SG2

Operational objectives of SG2 are:

- i. Intellectual growth (academic and scientific excellence)
- ii. Purposeful research to promote regional well-being and harmonisation of study programs with social and economic needs.
- iii. Purposeful research to promote global well-being.

#### 2.1.1. OPERATIONAL OBJECTIVE SG2.i.: Intellectual growth (academic and scientific excellence)

During the reporting period all IUS faculties and support offices made significant efforts to meet the strategic goals respective to research and artistic output. As a result, the Webometrics, in its editions for January and July 2022 respectively, ranked IUS as the first-ranked private university in BiH, and the fourth-ranked in relation to all universities in BiH. Also, IUS was ranked 1158 among 5774 European universities which were included in the Webometrics' ranking January edition of 2022.

To the aim of achieving the operational objectives of SG2i IUS has:

##### ➤ ***Continued with and enhanced delivery of preparatory funded research workshops***

The Office of Sponsored Projects (OSP) organized information sessions and workshops for various project grant opportunities (i.e., Višegrad+, Erasmus+ Programme, European Research Council). OSP invited presenters from the National Erasmus+ Office in Bosnia and Herzegovina, the European Research Council, and Višegrad+. In addition to these workshops, IUS faculty and staff were informed of webinars and workshops organized by the European Commission (i.e., topics included: Erasmus + Actions in the Field of Higher Education (ECHE, Jean Monnet Programme, European Universities, Erasmus+ Actions in the Field of VET, Youth, and Sports), USAID, WBC-RRI.NET, European Research Council, etc. Lastly, OSP organized one-on-one sessions with all professors interested in applying for any of the available grants.

##### ➤ ***Continued with/enhanced timely announcement of new research opportunities***

OSP continues to inform faculty and staff of available grant opportunities once they become available. OSP sends mass emails to the whole university and individual emails to professors and staff depending on the topic of the call.

##### ➤ ***Continued to enhance multi-institution research***

Throughout the last five years, IUS has significantly increased cooperation with domestic and international institutions. IUS has consistently applied for various EU funding opportunities involving large consortiums (i.e., up to 15 institutions per project). Once IUS establishes a relationship with partners, it keeps the partnership going even after the research/project

ends and continues to apply for new opportunities. Moreover, IUS faculty publishes academic articles with the members of the consortium. Over 65% of submitted project applications consisted of multi-institution partnerships. Lastly, IUS is in the process of signing multiple grant agreements for EU projects.

➤ ***Actively included students in research proposals and activities***

- The project titled "Entrepreneurial and intrapreneurial intentions Sarajevo Canton: a generational approach" was awarded to Management study program by the Ministry of Education, Science and Youth of Sarajevo Canton. The project proposal was written by PhD students projects members.
- The students participated in cross-cultural study through MBA524 Advanced HRM course. They collected and analyzed data on employer attractiveness in their home countries: Columbia and Vietnam.
- Psychology Study Program course: Research Activity (PSY496), engages students in practical research activity, which provides opportunity to publish scientific articles by the end of semester. During Spring 2022 the students were included in the project activities: „An examination of VR based Exposure Intervention on Test Anxiety among University Students.”
- IUS formed the first Professional Chapter in BiH of Association for Computing Machinery (ACM). Students are periodically informed about the local events, competitions, and scholarship opportunities. Several students were included in research activities which were prepared for ACM conferences.
- The project implementation activities of “Managing Haptic Interactions” actively engages undergraduate and graduate students of ME and EE study programs.

➤ ***Some examples of papers published with students were as follows:***

- Entrepreneurial and intrapreneurial intentions: the role of access to resources and individual entrepreneurial orientation. World Journal of Entrepreneurship, Management and Sustainable Development.
- Supportive HR practices and employees’ intention to quit: the role of affective commitment and perceived supervisor support. Dynamic Relationships Management Journal.
- Entrepreneurial and intrapreneurial intentions: analyzing the premise of distinct constructs with different determinants. Periodicals of Engineering and Natural Sciences, 10(3), 5-22.
- Employee participation in the decision-making process and organizational citizenship behaviour: The mediating role of affective commitment. Organizacija, 55(1), 64-76.

### 2.1.2. OPERATIONAL OBJECTIVE SG2.ii.: Purposeful research to promote regional well-being and harmonisation of study programs with social and economic needs.

To the aim of achieving the operational objectives of SG2ii IUS has:

➤ ***Continued to enhance active cooperation with BiH and regional universities with measurable impact***

IUS has been recognized as a valuable partner and has received an offer to further enhance cooperation by allowing IUS researchers to conduct their research at other universities if specific equipment is needed (e.g., University of Banja Luka). Moreover, IUS has worked closely with various universities/school centres and is emerging as a leader for vocational school training and mobilities in the Western Balkans.

***Continued to enhance joint cooperation research programs with EU, Balkan countries and Turkiye***

OSP will continue to apply for available opportunities within the Erasmus+ programme (i.e., capacity building projects, Jean Monnet programme, etc.). Recently, it was announced that Bosnia and Herzegovina can apply for the “European Universities” project, which would significantly increase IUS cooperation with many institutions. Thus, OSP, on behalf of IUS, will apply to the European Commission to open up the IUS Erasmus Charter. IUS plans on pursuing any opportunity available with Turkiye, Balkan countries, and the EU.

➤ ***Continued to identify local/regional priorities for purposeful research.***

In terms of local/regional priorities, IUS faculty has consistently identified priorities for purposeful research. For example, IUS faculty tackle local and global matters in their research projects. They have focused on the Sustainable Development Goals (SDGs) and have addressed a variety of issues, including but not limited to education, global health concerns, environmental issues, human rights and inequalities, innovation, and entrepreneurship. At the local level, with the support from the Ministry of Science, Higher Education, and Youth in Bosnia and Herzegovina, IUS faculty addressed pressing local issues. IUS faculty engages students in these research projects.

### 2.1.3. OPERATIONAL OBJECTIVE SG2.iii Purposeful research to promote global wellbeing

To achieve the operational objective SG2.iii, IUS has:

➤ ***Enhanced multi-institution research.***

IUS faculty was engaged in various activities which contributed to the enhanced multi-institutional research. These may include project applications, organising summer schools, and joint research and prestige journal publications. In the referenced period some of the activities which contributed to enhancing multi-institutional research were as follows:

- *The First Youth Conference on Language, Literature and Education* organized jointly by FASS and FEDU.
- VACD (FASS) signed Erasmus+ agreement with Yschools of Design - Troyes (France)
- Psychology Department (FASS) was actively publishing scientific articles in cooperation with several prestige foreign higher education institutions (e.g. London South Bank University, Izmir Tinaztepe Buca Medical Center, Istanbul Medeniyet University Goztepe Training and Research Hospital, Manisa Celal Bayar University).
- FASS representatives took part at IMISCOE, Summer School on Migration and Development, Faculty of Science, Charles University, Prague.
- FASS faculty took active part in the European Public Health and Migrations - EUPHAM Summer School, EUPHAM module and specialized training course: on EU public health in the era of increased global public health dangers and migration crisis. This is a co-funded Project under the auspices of the Jean Monnet Module on EU Migrations hosted by SSST.
- FASS faculty continued implementation of the project based on collaboration with the Basel Institute of Commons and Economics (2018-2023)
- FENS faculty was engaged in participating in EU funded COST Actions (European Cooperation in Science and Technology) that provide grounds for multi-institution networking. One such example of successful networking developed within the EU-CardioRNA COST Action, which resulted in successful project application to Horizon2020. The project boasts a complementary consortium of 15 academic and innovative SME partners who pooled their expertise to build a multidisciplinary and multicenter study with the aim to improve individualized surveillance, care and follow-up of COVID-19 patients in the context of the recent global pandemic.
- FENS programs faculty, EEE with ME, applied to various Erasmus+, regional challenge fund, and the Ministry for Science, Higher Education and Youth calls for projects. The project "Managing Haptic Interactions" was approved, and the project funds are to be invested in laboratory improvements and student support of the projects.
- FBA received the grant award by the Ministry for Science, Higher Education and Youth to implement the project titled "Entrepreneurial and intrapreneurial intentions in Sarajevo Canton: a generational approach" which aims to provide better conditions for startups.
- IUS Lifelong Centre (LLC) successfully completed the first phase of the project titled *Internationalisation of VET Systems in Western Balkans – INTERVET WB*.
- FLW faculty signed two memoranda of understanding (MoUs), as follows:
  - MediateGuru (to collaborate for the organization of 2nd Virtual international Arbitration Moot
  - International Islamic University of Malaysia (collaboration which should lead to developing a dual diploma on LLM programmes).
- FLW faculty took active participation in the OECD Project "Fight Against Corruption."
- FEDU faculty signed Erasmus+ Program agreement with Hacettepe University in Ankara, Turkiye.
- FEDU faculty, in cooperation with Necmettin Erbakan University in Konya and Attaché for Education of the Embassy of the Republic of Turkey, organized a competition in essay writing on the topic named „15th of July – For the love of Turkey“. Students from TLT programs in BiH universities participated in this competition.
- FBA faculty took active participation Books-Country Report Analyses, edited by IUS academicians: Economic and Political Country Analyses, Case Study of Serbia, Case Study of Montenegro
- A project Jean Monnet Actions in the field of Higher Education: Modules "European Energy Security" funded by the European Education and Culture Executive Agency (EACEA) has been approved (primary investigator and coordinator: IUS).

➤ **Actively included students in research proposals and activities**

- The project, already mentioned in the previous text, titled "Entrepreneurial and intrapreneurial intentions Sarajevo Canton: a generational approach" was awarded to Management study program by the Ministry of Education, Science and Youth of Sarajevo Canton. PhD students, as projects members, wrote the project proposal.
- The students participated in cross-cultural study through the post graduate Advanced Human Resources Management course. They collected and analyzed data on employer attractiveness in their home countries: Columbia and Vietnam.
- Psychology Study Program course: Research Activity (engaged students in practical research activity, which provides opportunity to publish scientific articles by the end of semester. During Spring 2022 the students were included in the project activities: „An examination of VR based Exposure Intervention on Test Anxiety among University Students”
- IUS formed the first Professional Chapter in BiH of Association for Computing Machinery (ACM). Students are periodically informed about the local events, competitions, and scholarship opportunities. Several students were included in research activities. which were prepared for ACM conferences.
- The project implementation activities of “Managing Haptic Interactions” actively engages undergraduate and graduate students of ME and EE study programs.

➤ **Some examples of papers published with students were as follows:**

- Entrepreneurial and intrapreneurial intentions: the role of access to resources and individual entrepreneurial orientation. World Journal of Entrepreneurship, Management and Sustainable Development.
- Supportive HR practices and employees’ intention to quit: the role of affective commitment and perceived supervisor support. Dynamic Relationships Management Journal.
- Entrepreneurial and intrapreneurial intentions: analyzing the premise of distinct constructs with different determinants. Periodicals of Engineering and Natural Sciences, 10(3), 5-22.
- Employee participation in the decision-making process and organizational citizenship behavior: The mediating role of affective commitment. Organizacija, 55(1), 64-76.

## 2.2. IUS MANAGEMENT OBSERVATION ON STRATEGY IMPLEMENTATION OF SG2: RESEARCH - CENTRIC GOALS

Regarding the research-centric goals, in general, the research output of academicians is satisfactory, especially considering the multi-institutional research. Furthermore, there is an increase in SDG related research, as well as active cooperation with institutions in and outside Bosnia and Herzegovina. Finally, the inclusion of students in research projects is satisfactory. However, library access, resources, and entrepreneurial opportunities are the areas where improvements are needed.

## 2.3. CORRECTIVE MEASURES – SG2

The data collection yielded different forms of reporting from faculties and administrative units. In such case, it was difficult to standardize the reporting and clearly assess the strengths and weaknesses. Therefore, the first corrective measure is to assess and modify the reporting indicators and inform responsible the university units accordingly. The specific measures are outlined in the action plan.

## 2.4. ACTION PLAN – SG2

Corrective Action	Person/Office in charge	To be reported to	By deadline
Modify the indicators (make them more specific and assign one reporting unit per action to avoid double entries)	Vice-Rector for Academic and Students' Affairs	Rectorate	December 30, 2023
Enhance library access and research infrastructure (databases, e-library)	Library	Rectorate	June 30, 2024
Improve entrepreneurial opportunities through workshops, lectures, internship, cooperation with labour market	Faculties, BECIUS	Rectorate	June 30, 2024
Increase project applications related to curricula development.	Faculties, OSP	Rectorate	June 30, 2024

## 3. GLOBAL CITIZENSHIP (SG3)

### 3.1. OPERATIONAL OBJECTIVES OF SG3

OPERATIONAL OBJECTIVES of SG3 are:

3.1.1. OPERATIONAL OBJECTIVE SG3.i.: Establishing long-term regional and global cooperation

3.1.2. OPERATIONAL OBJECTIVE SG3.ii.: Promoting global multi-cultural values

3.1.3. OPERATIONAL OBJECTIVE SG3.iii.: Harmonising activities with local community needs

**Activities taken to contribute delivery of SG3.i-iii:**

➤ ***Enhance joint or double diploma academic programs with regional and international universities***

This measure is considered cross-cutting and, as such, it supports all three main strategic objectives. IUS has invested a lot of efforts to establish double diploma programs with regional and international universities. So far, a successful cooperation has been established with 4 universities from Turkiye and Poland. The IUS partner universities from Turkiye are as follows: Istanbul Technical University (ITU) and Istanbul University (IU), while the preparations for a new double diploma agreement with Marmara University is underway. In cooperation with the Catholic University in Lublin (KUL), Poland, IUS established a joint master program as well as Ludwigshafen University of Business and Society, Germany. More details about double diploma programmes can be accessed [here](#).

➤ ***Enhance active cooperation with local companies***

This measure is considered cross-cutting and, as such, it supports all three main strategic objectives. IUS cooperation with local companies was reported under the activities which contribute to student-centric as well as research-centric strategic goals. (pg. 6, 14). To support the achievement of SG.3., further activities on active cooperation between IUS and local companies are reported below.

➤ ***Promoting strategic partnerships with local businesses***

BECIUS signed a strategic partnership with ten renowned local companies in the context of improving dual professional education and knowledge transfer. The strategic partnership led to the idea of preparing the project called “*Business Oriented Education and Competences at The International University of Sarajevo as a Right Address for on-the-job Training in the Industry*”. The project envisages establishing modern laboratories for engineering sciences at IUS. The project application was successfully submitted to the donor and the results are expected in January 2024.

➤ ***Student participation in the competitions and other events organized by the local companies***

IUS students took part in numerous events and/or competitions organized by government, local community organisations, and companies and achieved notable results. To mention just a few:

In the area of sport competitions, IUS is proud of IUS Wolves basketball team that participated in various competitions, including participation at BH Engineering Weeks.

IUS students won first and second place at the “Good Hackathon Competition” organized by the Telemach Foundation and the Faculty of Electrical Engineering of the University of Sarajevo. The Telemach competition dealt with the innovative solutions in the development of web and mobile applications aiming to improve the quality of life in Bosnia and Herzegovina in the context of education, ecology, and public administration. Furthermore, IUS sponsored the visit of students who won second place (first place winners were supported by Telemach Foundation) to the United Cloud Company in Belgrade, where they presented their innovative solutions to the region.

FEDU students took part at some events organized by Army Forces. They supported the events as translators and presenters. In addition, the courses of Turkish language were delivered, and the lecturers are professors from TLT program took part.

VACD students organised two exhibitions in the IUS Art Gallery. The exhibitions are accessible to the public.

➤ ***Enhance and diversify students and staff exchange activities***

Through the support of the Erasmus+ Programme to the participants of mobility, IUS hosted 24 academicians in the referenced period. They came from Turkiye, Spain, Poland, Romania and Lithuania. In the same period 21 academicians from IUS went abroad and visited higher education institutions in Turkey, Romania, France, Poland, Ireland, and Spain. 42 university administrative staff visited IUS, while 28 went abroad. The average mobility duration was 5 days.

IUS hosted 36 students coming from France, Turkey, Spain, N. Macedonia, Poland, and Hungary. 39 IUS students took part in mobility projects in Poland, Turkey, France, Spain, Latvia, Germany, Romania, and Slovakia.

IUS Life was cooperating with vocational high schools in BiH (professors and students). Through EU funded VETprojects, IUS Life promotes internationalization, staff and student mobility through these projects.

### ➤ ***Harmonizing activities with local community needs***

IUS follows local community needs and responds accordingly and in line with its mission and available capacities. There are many examples of cooperation with local community, to mention but a few:

- The English Language School with ELIT instructors participated in the annual English language competition for primary and high school students for the Herzegovina-Neretva Canton in Mostar. The winners were awarded scholarships to pursue their studies at the ELIT and ELT department.
- CSE/SE faculty regularly reaches out to IT companies in BiH. The faculty members visited a few companies to discuss collaboration opportunities (e.g. System Verification, MIBO Komunikacije). CSE/SE faculty members are also regularly in contact with BIT Alliance (association of IT companies in BiH) to further reach out to IT companies for various types of cooperation: propose joint events such as Hackathon, help in recruiting lecturers from the industry, organize educational talks on the latest trends in the industry, etc.
- IUS established cooperation with five different companies (Klas, Argeta, Pharmamed, Agricultural institute and Institute for Addiction Disorders of Canton Sarajevo) to enhance collaboration between university and industry and to enable internship practice/master thesis and research proposals for GBE students and professors. Furthermore, GBE Program established cooperation with Zavod za Javno zdravstvo KS and AD HARBI.

## 3.2. IUS MANAGEMENT OBSERVATION ON STRATEGY IMPLEMENTATION OF SG3: GLOBAL CITIZENSHIP

Regarding the global citizenship goals, IUS is gaining more visibility, especially in widening opportunities for cooperation with local industry. To increase the visibility, several improvements have been suggested in the Action Plan below.

## 3.3. CORRECTIVE MEASURES

The data collection yielded different forms of reporting from faculties and administrative units. In such case, it was difficult to standardize the reporting and clearly assess the strengths and weaknesses. Therefore, the first corrective measure is to assess and modify the reporting indicators and inform responsible the university units accordingly. The specific measures are outlined in the action plan.

### 3.4. ACTION PLAN SG3

<b>Corrective Action</b>	<b>Person/Office in charge</b>	<b>To be reported to</b>	<b>By deadline</b>
Enhance and diversify students and staff exchange activities	IRO	Rectorate	June 30, 2024
Increase short-term visiting faculty/researcher programs	Faculties	Rectorate	June 30, 2024
Increase number of activities with local community and municipalities	Vice-Rector for General Affairs	Rectorate	June 30, 2024

## III CONCLUSION

Overall, IUS is on track with predetermined objectives outlined in IUS strategy. In general, the strategy was successfully implemented which as a result has yielded positive outcomes in its the first year. Collaborative efforts and synergies have played a pivotal role in advancing IUS' overall enhancement. Notably, there has been improvement in teaching quality, resulting in increased satisfaction among students. Introducing new technologies and innovations increased the efficiency of the teaching process, while cooperation with relevant stakeholders and promotion of socially responsible businesses have strengthened University's image.

However, there were challenges during data collection since faculties and administrative units submitted different reporting forms. Therefore, the key corrective measure was in adapting the indicators to a more specific format that will enable higher-quality data collection. Such data will further enable better analysis and recommendations for improvement. Despite these challenges, the strategy provided important guidelines for successful management, laying the foundations for future growth and development.