

INTERNATIONAL UNIVERSITY OF SARAJEVO

# **SELF-EVALUATION REPORT**

For period 2015 – 2019

Sarajevo, February 2019

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INTERNATIONAL UNIVERSITY OF SARAJEVO

**SELF-EVALUATION REPORT**

*(2015 - 2019)*

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## Table of Content

<b>1</b>	<b>ABOUT THE UNIVERSITY .....</b>	<b>1</b>
<b>2</b>	<b>INTRODUCTION .....</b>	<b>7</b>
2.1	The history and organisation of the International University of Sarajevo .....	7
2.2	The Application of Bologna Principles at University .....	8
2.3	Scientific, scientific- research and art work .....	10
2.4	Connections to community, economy and social partners .....	12
2.5	University funding .....	15
2.6	Statistical data.....	16
<b>3</b>	<b>THE IMPLEMENTATION OF SELF-EVALUATION .....</b>	<b>19</b>
3.1	The Committee for the Implementation of Self-evaluation.....	19
3.2	Self-evaluation Procedure .....	19
<b>4</b>	<b>CRITERIA AND STANDARDS.....</b>	<b>21</b>
4.1	CRITERIA 1. Quality Assurance Policy .....	21
4.2	CRITERION 2. Creating and approving study programs.....	31
4.3	CRITERION 3 Teaching and assessment focused on students .....	34
4.4	CRITERION 4 . Enrolment and progress of students, recognition and certification .....	37
4.5	CRITERION 5. Academic staff.....	39
4.6	CRITERION 6. Learning resources and support for students.....	43
4.7	CRITERIA 7. Information Management .....	48
4.8	Criterion 8. Informing the public .....	50
4.9	CRITERIA 9. Continuous monitoring and periodic review of the program.....	52
4.10	CRITERIA 10. Periodic external quality assurance.....	54
4.11	CRITERION 11. International Cooperation .....	55
<b>5</b>	<b>IMPLEMENTED ACTIVITIES SINCE THE LAST ACCREDITATION .....</b>	<b>59</b>
<b>6</b>	<b>CONCLUSIONS AND FUTURE PLANS .....</b>	<b>63</b>
<b>7</b>	<b>PRILOZI.....</b>	<b>I</b>
7.1	Decison on appointment of Committee for Self-evaluation report.....	i
7.2	Statistical data.....	ii

<b>7.3</b>	<b>Examples of questionnaires used by QA .....</b>	<b>vii</b>
<b>7.4</b>	<b>Eaquals certificate of English Language School .....</b>	<b>ix</b>
<b>7.5</b>	<b>IRO questionnaire for exchnage students.....</b>	<b>x</b>
<b>7.6</b>	<b>Letter from National Erasmus+ Office in Bosnia and Herzegovina about cooperation with IUS.....</b>	<b>xi</b>
<b>7.7</b>	<b>Activities at IUS in 2015-2019. in pictures.....</b>	<b>xii</b>
<b>7.8</b>	<b>Organisational scheme of IUS-a .....</b>	<b>xiii</b>

## *Index of terms, abbreviations and symbols*

ARCH	Architecture
BIO	Genetics and Bioengineering
CS	Computer Sciences and Engineering
ECON	Economics
ECTS	European Credit Transfer System
EEE	Electrical and Electronics Engineering
ELIT	English Language and Literature
ELS	English Language School
ERP	Enterprise Resource Planning
ESG	Standards and Guidelines for Quality Assurance in European Higher Education Area
FASS	Faculty of Arts and Social Sciences
FEDU	Faculty of Education
FBA	Faculty of Business Administration
FENS	Faculty of Engineering and Natural Sciences
FLW	Faculty of Law
HEA	Agency for Higher Education and Quality Assurance, B&H
IBF	International Banking and Finances
IE	Industrial Engineering
IR	International Relations
IT	Information Technologies
IQAC	Internal Quality Assurance Committee
IUS	International University of Sarajevo
ME	Mechanical Engineering
MAN	Management
PSY	Psychology
SE	Software Engineering
SPS	Social and Political Sciences
VACD	Visual Arts and Visual Communications Design
YOK	Higher Education Council in Turkey

## List of figures

Figure 1: Study duration and progression route .....	<b>Error! Bookmark not defined.</b>
Figure 2: Portion of administrative, academic and ELS staff.....	iii
Figure 3: Number of academic appointments in the last three years.....	iii
Figure 4: Current structure of academic staff.....	iii
Figure 5: Student survey results for Faculties at IUS (Spring 2018).....	vi
Figure 6: Student survey results for study programs (Spring 2018).....	vi
Figure 7: Form used for student evaluation.....	vii
Figure 8: Form used for student evaluation of IUS infrastructure and administrative services .....	viii

## List of tables

Table 1 Basic statistical data .....	17
Table 2: Professor / student ratio for the last three years .....	18
Table 3. Grading scale at IUS.....	35
Table 4 Students and staff (academic and administrative) mobility.....	36
Table 5: Age structure of IUS staff .....	ii
Table 6: Non-academic staff structure.....	ii
Table 7: Non-academic staff in last three years .....	ii
Table 8: FASS academic staff, February 2019.....	iv
Table 9: FBA academic staff, February 2019.....	iv
Table 10: FENS academic staff, February 2019.....	v
Table 11: FLW academic staff, February 2019.....	v





# 1 ABOUT THE UNIVERSITY

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

INTERNACIONALNI UNIVERZITET U SARAJEVU - INTERNATIONAL UNIVERSITY OF SARAJEVO. The abbreviated name of the University reads: IUS.

The headquarters of the University are in Sarajevo, in the street of Hrasnička cesta, number 15.

The University was founded on the basis of the following legal acts:

- Decision by Sarajevo Canton Government, No.: 02-05-10404-10/03 dated 18 June, 2003, published in the “Official Gazette of Sarajevo Canton”, issue No. 14/03 of 19 June, 2003, whereby the Foundation for Development of Education had been given an approval to establish International University of Sarajevo as a higher education institution.
- [Decision](#) by the Ministry of Education and Science of Sarajevo Canton, No. 11-38-3509 of 16 March, 2003, ruling that the conditions for establishment of International University of Sarajevo as a higher education institution conferred by law were met and that the Founder of the University shall be the Foundation for Development of Education.
- [Decision](#) of the Ministry of Education and Science of Sarajevo Canton No. 11-01-38 of 23 June, 2004. on the conditions for commencement of operations of International University of Sarajevo whereby it was established that all stipulated conditions for commencement of operations had been met in the 2004/2005 academic year.
- The University acquired the status of a legal entity and has been registered in the Register of Business Entities in the Municipal Court in Sarajevo, No. MBS: 65-05-00-24-10 (old number MBS: 2-82), based on the decision of: Cantonal Court in Sarajevo, No. UF/I-1905/04 from 6 October, 2004, Cantonal Court in Sarajevo No.: UF/I-1656/03 from 23 October, 2003, Municipal Court in Sarajevo No.: 065-0-Reg-10-003421 from 31 December, 2010, Municipal Court in Sarajevo No.: 065-0-Reg-10-001737 from 11 June, 2010, Municipal Court in Sarajevo No.: 065-0-Reg-09-002967 from 20 May, 2010, Municipal Court in Sarajevo No. 065-0-Reg-08-003031 from 1 November, 2008, Municipal Court in Sarajevo No.: UF/I-1045/05 from 30 September, 2005, and on the basis of additional changes of information in accordance with the Law.

The IUS<sup>1</sup> Statute mentioned in this report was adopted on 13 August, 2018.

### Organisational units within the University

The University includes the following organisational units:

- 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 International Relations and Public Administration
- 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 technology

The organisational structure of the University, names of departments, study programs as well as qualifications obtained in three study cycles are listed in the table below:

ORGANISATIONAL UNIT /DEPARTMENT/ STUDY PROGRAM	PROFESSIONAL /SCIENTIFIC QUALIFICATION ACQUIRED		
FACULTY OF ARTS AND SOCIAL SCIENCES			
DEPARTMENT OF ARTS			
Visual Arts and Communications Design	<i>Bachelor of Arts(B.A.) in Visual Arts and Visual Communications Design</i>	<i>Master of Arts(M.A.) in Visual Arts and Visual Communications Design</i>	<i>Doctor of Philosophy(Ph.D.) in Visual Arts and Visual Communications Design</i>

<sup>1</sup>Acting in accordance with the decision by the Ministry of Education and Science of Sarajevo Canton No. 11-05-38-15441-1/18 of 6 August, 2018 whereby the proposal of the Statute was granted approval, the Senate adopted the new Statute of the International University of Sarajevo on 13 August, 2018.

DEPARTMENT OF SOCIAL SCIENCES			
Psychology	<i>Bachelor of Arts(B.A.) in Psychology</i>	<i>Master of Arts(M.A.) in Clinical Psychology</i>	<i>Doctor of Philosophy(Ph.D.) in Psychology</i>
Social and Political Sciences	<i>Bakalaureat/Bachelor politologije i sociologije</i>  <i>Bachelor of Arts(B.A.) in Political Sceinces and Sociology</i>	<i>Magistar politologije i sociologije</i>  <i>Master of Arts (M.A.) in Political Sceinces and Sociology</i>	<i>Doktor nauka iz oblasti politologije i sociologije</i>  <i>Doctor of Philosophy (Ph.D.) in Political Sceinces and Sociology</i>
DEPARTMENT OF CULTURAL STUDIES			
English Language and Literature	<i>Bachelor of Arts(B.A.) in English Language and Literature</i>	<i>Master of Arts (M.A.) in English Language and Literature</i>	<i>Doctor of Philosophy (Ph.D.) in English Language and Literature</i>
Cultural Studies	<i>Bachelor of Arts(B.A.) in Cultural Studies</i>	<i>Master of Arts (M.A.) in Cultural studies</i>	<i>Doctor of Philosophy (Ph.D.) in Cultural Studies</i>

FACULTY OF BUSINESS AND ADMINISTRATION			
DEPARTMENT OF ECONOMICS AND MANAGEMENT			
Economics	<i>Bachelor of Arts(B.A.) in Economics</i>	<i>Master of Arts (M.A.) in Economics</i>	<i>Doctor of Philosophy (Ph.D.) in Economics</i>
Management	<i>Bachelor of Arts(B.A.) in Management</i>	<i>Master of Bussiness Administration (MBA)</i>	<i>Doctor of Philosophy (Ph.D.) in Management</i>

International Business and Finance	<i>Bachelor of Arts (B.A.) in International Business and Finance</i>	<i>Master of Arts (M.A.) in International Business and Finance</i> <i>Master of Arts (M.A.) in International Business</i> <i>Master of Arts (M.A.) in International Finance</i>	
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DEPARTMENT OF INTERNATIONAL RELATIONS AND PUBLIC ADMINISTRATION

International Relations	<i>Bachelor of Arts (B.A.) in International Relations</i>	<i>Master of Arts (M.A.) in International Relations</i>	<i>Doctor of Philosophy (Ph.D.) in International Relations</i>
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FACULTY OF NATURAL SCIENCES AND ENGINEERING

DEPARTMENT OF NATURAL SCIENCES

Genetics and Bioengineering	<i>Bachelor of Science(B.Sc.) in Genetics and Bioengineering</i>	<i>Master of Science(M.Sc.) in Genetics and Bioengineering</i>	<i>Doctor of Philosophy(Ph.D.) in Genetics and Bioengineering</i>
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DEPARTMENT OF ENGINEERING

Industrial Engineering	<i>Bachelor of Science(B.Sc.) in Industrial Engineering</i>	<i>Master of Science(M.Sc.) in Industrial Engineering</i>	<i>Doctor of Philosophy(Ph.D.) in Industrial Engineering</i>
Electrical and Electronics Engineering	<i>Bachelor of Science(B.Sc.) Electrical and Electronics Engineering</i>	<i>Master of Science(M.Sc.) in Electrical and Electronics Engineering</i>	<i>Doctor of Philosophy(Ph.D.) in Electrical and Electronics Engineering</i>

Mechanical Engineering	<i>Bachelor of Science(B.Sc.) in Mechanical Engineering</i>	<i>Master of Science(M.Sc.) in Mechanical Engineering</i>	<i>Doctor of Philosophy(Ph.D.) in Mechanical Engineering</i>
Architecture	<i>Bachelor of Science(B.Sc.) in Architecture</i>	<i>Master of Science(M.Sc.) in Architecture</i>	<i>Doctor of Philosophy(Ph.D.) in Architecture</i>
Computer Sciences and Engineering	<i>Bachelor of Science(B.Sc.) in Computer Sciences and Engineering</i>	<i>Master of Science(M.Sc.) in Computer Sciences and Engineering</i>	<i>Doctor of Philosophy(Ph.D.) in Computer Sciences and Engineering</i>
Software Engineering	<i>Bachelor of Science(B.Sc.) in Software Engineering</i>	<i>Master of Science(M.Sc.) in Software Engineering</i>	
Civil Engineering	<i>Bachelor(B.Eng.) in Civil Engineering</i>		

FACULTY OF LAW			
Law	<i>Bachelor of Law</i>		
Comparative Public Law		<i>Master of Law-</i>	

		<i>Comparative Public Law</i>	
Comparative Private Law		<i>Master of Law- Comparative Private Law</i>	

FACULTY OF EDUCATION			
DEPARTMENT OF LANGUAGES AND LITERATURE			
English Language and Literature – Teaching	<i>Bachelor of Education (B.Ed.) in English Language and Literature Teaching</i>		
DEPARTMENT OF EDUCATION AND INFORMATION TECHNOLOGY			
Computer Education and Information Technology	<i>Bachelor of Education (B.Ed.) in Computer Education and Information Technology</i>		

## 2 INTRODUCTION

### 2.1 *The history and organisation of the International University of Sarajevo*

International University of Sarajevo (referred to as: IUS) was founded by the Foundation for Development of Education (referred to as: the Foundation) in 2003 and is located in Sarajevo, Hrasnička cesta 15. The Foundation was established in Sarajevo in 2001 as a non-governmental, non-profit organisation in accordance with legal regulations of Bosnia and Herzegovina. It is registered by the Federal Ministry of Justice of Bosnia and Herzegovina. The basic mission of the Foundation is to initiate and further the development of all forms of education in Bosnia and Herzegovina and the region in accordance with the highest European and world standards providing benefits for the society and the state in Bosnia and Herzegovina. The administrative and expert bodies of the Foundation are the Board of Trustees and the Assembly.

International University of Sarajevo is a non-profit, independent higher education institution which offers education in all three study cycles as well as educational programs for adults through the Life Long Learning Centre (IUS Life) which acts as a business unit of IUS and operates in accordance with the Law on Adult Education of Canton Sarajevo. Education is organised in cross-curricular study programs enabling interdisciplinarity as well a symbiosis of traditional and new disciplines.. The university encourages and promotes academic, cultural and social co-operation with universities from the region and the international community with a similar orientation. The University brings together students and academic staff from all over the world through teaching and research activities and thus creates a unique environment in which different cultures are connected and the exchange of knowledge takes place.

#### **IUS mission**

*The mission of IUS is to produce science, art and technology and to make it available to humanity, to educate open-minded, engaged individuals of broad perspectives who are ready for changes and improvement and have the ability to transform knowledge into values which are just as important for them as they are for the community. International university in Sarajevo (IUS), as an international educational and research institution collaborates with universities in the region and universities from other countries for the purpose of establishing a peaceful and pleasant learning environment for students coming from different geographical areas.*

*Seven key dimensions of IUS mission are as follows:*

- *Continuous improvement of the quality culture*
- *Internationalized higher education*
- *Working integrity in society based on high ethical values*
- *Interdisciplinary programs*
- *Intercultural competence*
- *Social engagement*
- *Comprehensive competence*

## **IUS vision**

*The vision of IUS is to become an internationally acknowledged institution of higher education and research, and a centre of expertise and quality through joint efforts of the founder, academic and administrative staff, students and all interest groups.*

*IUS aims to become one of the major Balkan links that will bring West and East closer as a leading international higher education and research institution with a comprehensive expertise and quality, whose students, who learn throughout their whole lives, are competent and developed leaders of socio- economic development of society.*

IUS is situated in a newly-built International University of Sarajevo (IUS) campus in Ilidža, which was moved in 2010. The campus offers a modern university infrastructure in 74000m<sup>2</sup> of land. There are currently five buildings, sports turfs and parking spaces within the campus. The IUS university departments are situated in the two main buildings. There are rooms which serve as classrooms, offices, studios, laboratories, sports hall, canteen, library, English Language School, Art Gallery and other centres that in are in service of the University. Research Centre is located in a separate building. Most laboratories' facilities, where students do their practical assignments and training, are located within the RD Centre building. Female and male dormitory also comprise the newly built part of the campus. The listed IUS resources such as the library, reading rooms, wireless internet access, the access to scientific data bases (such as JSTOR), accommodation, sports turfs, restaurants represent a valuable support to instructional and extracurricular activities.

## **2.2 The Application of Bologna Principles at University**

Ever since the beginning of its work, the teaching processes in IUS follow the principles of Bologna Declaration. The level of application of the Bologna system is evident based on the following:

## **The application of European credit transfer system–ECTS**

European Credit Transfer System (ECTS) is established by study programmes for each course within their curricula. The number of ECTS credits for each course is based on the estimation of the total amount of time that a student devotes to particular course activities (weather the theoretical segment, practical assignments, practice, seminar papers), independent learning (through homework, projects, research papers), learning through assessment(tests, the final exam).

### **Study Cycles**

- The first study cycle leads to the degree of Bachelor, or its equivalent. Students can enrol in the first cycle after they have graduated from high school and have obtained a high school diploma. First cycle lasts for 3 or 4 years and it is worth 180 or 240 ECTS credits respectively.
- Second study cycle leads to a master’s degree or its equivalent. Students can enrol in the second cycle after completing an undergraduate program. The second study cycle lasts 1 or 2 academic years and is worth 60 or 120 ECTS credits respectively, so in total with the first study cycle it sums up to 300 ECTS points.
- Integrated studies, which lead to a master’s degree or its equivalent, gained after the acquired 300 ECTS points.
- The third study cycle that leads to a PhD degree, or its equivalent, lasts for 3 academic years and is worth 180 ECTS points.

### **Diploma and diploma supplement**

Following the completion of a degree at IUS, students are issued a diploma together with a diploma supplement, which contains information on courses, grades and ECTS points of the particular student, along with other information required by the Law.

### **Mobility**

Student, academic and administrative staff mobility programs (Erasmus+, Mevlana and other individual programs) are successfully being realized. Mechanisms and the procedures for acknowledging ECTS points of IUS students that attend lectures outside their parent higher education institution, including guest students who attend courses at IUS within the exchange programs, have been established.

## **Student practice training**

Student practice training is an obligatory segment of every curriculum and is assessed using ECTS points.

## **Vocational study**

The requirements for setting up and conducting vocational studies in the duration of 2 years, which aims to include candidates into labour market or continuation of education in the first academic cycle, have been met. The course program of vocational studies is worth 120 ECTS points, and the candidate gains the vocation of “certified expert” with the emphasized field of expertise.

## **Joint degree and acquiring a joint degree diploma**

The requirements for setting up and conducting joint degree study program in cooperation with other international or local accredited universities, after which a joint degree diploma is issued to students, have been met. In 2018, agreements were signed with the renowned Istanbul Technical University (ITU) with the aim of conducting joint studies in four study programs. Activities are being undertaken to obtain the necessary permits in the Republic of Turkey and Bosnia and Herzegovina from the competent authorities in order to start the implementation of joint programs.

### **2.3 *Scientific, scientific- research and art work***

Scientific, scientific- research and/or art work in IUS are regulated by internal regulations of the University, namely by IUS Statute and the Rulebook on Scientific – research/ art research activities and academic titles number, IUS-SENAT 11- 808/11 and the Rulebook on policies of incentives and financial support for publishing work, conference participation and professional development, number IUS- UO08-6/2017

IUS continuously supports research and artistic work of its academic staff and students. Aside from continuous investment in the equipment and scientific infrastructure, the management of the University motivates research through incentives such as the following:

- **Paid leave with the aim of scientific- research or artistic work**

Academic staff is stimulated through paid leave of absence to participate in the scientific projects. The number of academic staff that uses this benefit continues to grow. In 2018 around 120 paid leaves have been approved on basis of participation in scientific conferences and workshops, EU and

other projects, and working visits to other scientific institutions.

- **Compensation for published scientific research**

IUS has been stimulating the publications of scientific research in high impact scientific journals by paying the professors who authored or co-authored such articles single compensation. The amount of compensation for individual articles is defined by special list of journals which are ranked according to quality and the impact they have. The list adopted by IUS is published by Higher Education Council of Republic of Turkey each year. In 2018, IUS paid around 8.958KM for these purposes. It should be noted that in this way IUS encourages professors to publish their work in highly-ranked scientific journals.

- **Academic evaluation**

IUS academic staff is obligated to follow through the process of academic evaluation once a year. One of the evaluation criteria is precisely scientific research. In this way, the management is sending a clear message that taking part in the scientific work is important for further advancement of academic staff.

- **IUS art gallery**

IUS is proud of its art gallery in which the professors, students along with other artists outside IUS present their work. The gallery is open to public and all exhibitions are announced by the media. In 2018, 14 events have been held in IUS gallery, from which 6 exhibitions that presented the works of students and professors.

- **Research and development Centre – RDC**

**Research and Development Center** is in charge of maintaining and developing science laboratories. The Centre also manages and coordinates university-level activities related to formulating and implementing University Research Development Strategy. Every year the centre purchases new laboratory equipment. In 2018 two new laboratories have been established, laboratory of embedded systems and control system lab while the following equipment were bought: new 3D printer, 3D scener and CNC machine.

What is especially significant is that an increasing amount of equipment is financed from projects with IUS industrial partners. This contributes to the realisation of one of the IUS strategic goals, defined in the IUS Strategic Plan 2014-2021, and that is self-sustainability and cooperation with industry.

## 2.4 Connections to community, economy and social partners

IUS has established strong connections to the scientific and academic community, local community, partner institutions and industry representatives. Collaboration is achieved through various projects, activities of IUS centre for life-long learning, IUS Life, as well as through different charity projects.

Collaboration with industry through research projects is increasing year by year. Below are a few current examples of this type of collaboration:

<b>Project Title</b>	<b>Coordinator</b>	<b>Sponsor</b>	<b>Duration from-to</b>	<b>Total budget</b>
SIEMENS Project	Prof. Dr. Izudin Dzafić	SIEMENS	01.10.2018 -01.09.2019	50,000EUR
Fundamental research on historical, political, linguistic, literary and cultural identity of Bosniaks: Twenty-five years after the First Bosniak Assembly	Associate Prof. Dr. Admir Mulaosmanović	Ministry of Education, Science and Sport	01.09.2018 01.03.2020	70,000KM
Application of educational recommendations as a form of restorative justice in Sarajevo Canton for the Period 2012-2017	Assistant prof. dr. Ena Kazić	Ministry of Education, Science and Sport	01.11.2018 01.11.2019	1,000KM
OpenFOAM – tools for open source CFD	Associate prof. dr. Muhamed Hadžiabdić	UNDP	24.04.2018 17.04.2019	20,250KM
Research project	Assistant prof. dr. Mirza Suljagić	Bosnalijek	01.01.2018 01.01.2020	110,000KM
Gender equality in higher education	Dr. Jasminka Hasić Telalović	Ministry of Civil Affairs of Bosnia and Herzegovina	31.12.2017 31.12.2018	12,000KM
SAGE Horizon2020	Assistant prof. dr. Emin Tahirović	EU/European Commission	01.09.2016 01.09.2019	225,625EUR
Editing genes and genetic counselling: perspectives in biomedicine and bioethics	Prof. Dr. Sabina Semiz	Ministry of Civil Affairs of Bosnia and Herzegovina	31.12.2017 31.12.2018	7,400KM
GeekFEST 2018	Dr. Jasminka Hasić Telalović	U.S. Embassy	24.09.2018 30.11.2018	5,850USD
ICGEB research project	Assistant prof. dr. Mirza Suljagić	International Centre for Genetic Engineering and Biotechnology	01.18.2016 31.12.2018	50,000EUR

SIEMENS project-Analysis of waveform	Prof. Dr. Izudin Dzafić	SIEMENS	01.11.2017 30.09.2018	100,000EUR
Fluorescence Detection of Bacteria	Van. prof. Dr. Emir Karamehmedović Docent, Dr. Mirza Suljagić	DORIC	01.09.2017 01.09.2018	2,000EUR
Smart Grid Lab	Prof. Dr. Izudin Dzafić	SIEMENS	01.03.2015 31.03.2018	150,000EUR

IUS academic staff collaborates with Bosnian and global academic community through scientific research projects, scientific conferences and publications. IUS professors participate in COST projects (European Cooperation in Science and Technology, a funding organization for research and innovation networks). Most scientific publications affiliated with IUS are a result of collaboration of IUS professors and scientists from other higher-education and research institutions. This confirms a good cooperation of our academic staff with other research and education institutions.

IUS cooperates with the local community and industry in Bosnia and Herzegovina through its Lifelong Learning Centre. The Lifelong Learning Centre (henceforth referred to as IUS Life) was established in 2013 with the purpose of providing informal education. Activities related to lifelong learning have been conducted at IUS since the registration of its primary and secondary activity, with even informal education being established in a manner that enables interconnectedness with cyclical scientific and art programs, which in practice allows for a relatively simple realization of a wide range of informal education activities. This serves as an indication of our awareness that through the concept of lifelong learning we can address the widespread problem of current knowledge being quickly outdated and expanded on daily basis, as well as respond to market demands for new skills and competences. IUS Life provides informal education programs adapted to all categories of population regardless of their age, education level, employment status, qualifications, etc. The harmonisation procedure resulted in passing the Decision on meeting the conditions for the commencement of operations of the Provider of adult education No. 11/04-38-1907-4/18, dated 02.08.2018., whereby the Lifelong Learning Centre IUS-LIFE was registered into Adult Education Registry. Through the programs offered, IUS Life provides its students with an opportunity for the improvement of the existing and acquisition of new competences and skills, increased competitiveness in labour market, personal and professional growth, and also encourages social involvement and employability. IUS Life has so far established cooperation with industry, governmental as well as non-governmental sector, and other higher-education institutions and economy chambers at both canton and state levels. Since the Centre was established, over 800 students have attended various courses, seminars and lectures. Information on IUS Life programs is

available on IUS/IUS Life official websites and social media networks, the Acta.ba business portal and the official website of the Chamber of Economy of the Federation of Bosnia and Herzegovina.

The program of English Language School (henceforth referred to as ELS) is accredited by the Ministry of Education, Science and Youth of Sarajevo Canton (Decision in the Appendix), providing intensive English language classes to future IUS students as well as general and specialised English language courses for everyone interested. ELS is also accredited by Eaquals (*Evaluation and Accreditation of Quality Language Services*). *Apart from English language courses, IUS Life offers courses in French, German, Turkish and Bosnian.*

IUS Life has also signed memoranda of understanding with the French Institute, Goethe-Institut and King Fahd Cultural Centre. A large number of foreigners living in Bosnia and Herzegovina are attending Bosnian language classes, which is an opportunity for them not only to learn the language but also to get to know our country's lifestyle and culture.

Some of the most important activities of IUS Life are given in the table below:

Projects	Courses	Seminars / Workshops
Positioning of level V qualifications in B&H – EU Work Ready Now – USAID Moja praksa – USAID The development of leadership and professional skills in furniture and wood processing industry - <i>Prilika Plus / SDC</i>  <i>IUS STEM Camp 2018</i>	CNC operator/programmer training Fiber Optic Installation Operator Training 3D Studio Max AutoCad 2D/3D Real Estate Valuation according to IVS Accounting / Bookkeeping Course SAP – ERP (enterprise resource planning) CoderDojo –school of coding for primary school students 7-13, in cooperation with BIT Alliance School of robotics for primary school students 7-13, in cooperation with BIT Alliance / Input Centar	Psychology seminar for IUS students in cooperation with professors from Psychology Department BIT4A Students, in cooperation with BIT Alliance Introduction to thermography, in cooperation with Micom BH d.o.o. Process calibration basics, in cooperation with Micom BH d.o.o. Measurement and management of WiFi networks (cooperation with Micom TM International d.o.o., Beograd) Creativity and Change Management

	<p>Zenica</p> <p>Photography workshop in cooperation with PROF komunikacije</p> <p>Microcotrollers, in cooperation with TIKA</p> <p>3D SolidWorks, in cooperation with TIKA</p> <p>Arabic language course in cooperation with King Fahd Cultural Centre</p> <p>Sales Academy</p>	<p>(in cooperation with Amaximus and BH Telecom)</p> <p>Team building – for IUS / SA office</p> <p>Poetry workshop</p>
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IUS initiates and organises various humanitarian activities whenever a need arises. A large number of these activities was organised in 2018. One of these activities was the participation in the Diplomatic Bazaar, a very successful event aimed at raising funds for humanitarian purposes. In addition to the aforementioned measurable indicators, there are also non-measurable indicators with regard to the influence of IUS on economic, cultural, social and intellectual affairs in Bosnia and Herzegovina. IUS students participate in many cultural and sports activities at local and state level, which leads to the enrichment of the cultural life in Bosnia and Herzegovina. On the other hand, the IUS campus is the venue for various cultural events such as book promotions, art exhibitions and concerts. Besides their native language, IUS graduates speak English, as well as Turkish and/or Bosnian, and they often find employment in export-oriented or multinational businesses. Former IUS students use their knowledge of the local market and the general state of affairs in Bosnia and Herzegovina to introduce Bosnia and Herzegovina to potential foreign investors.

## 2.5 *University funding*

The sources of IUS funding are defined by the Statute. The University receives income from tuition fees, undertaking scientific research and art projects, offering intellectual, i.e. scientific, expert and artistic services, non-cyclic forms of education, publishing activity, authors' rights and patents, donations from legal entities and private individuals, legates, bequests and the funds paid by students in all study cycles for any kind of educational, administrative and other services, in accordance with the Law, the Statute and other university acts.

The current expenses of the University are mostly covered by tuition fees (around 80%), and to a

lesser extent by the Founder (around 20%). In the past few years, IUS began to generate more revenue from scientific research projects as well as industrial projects. An increase in revenue based on these is one of the strategic goals of IUS. The Office for Sponsored Projects which actively supports the completion of these projects has been established in order to facilitate an increase in the number and quality of projects at IUS. It is defined as a university unit that aims to specify and implement standards and procedures related to project management of the University. This Office also monitors the implementation of projects by assessing the outcomes, obligations and the appropriateness of the spending of budget funds. In the last 4 years, the total amount of money paid to IUS under various types of projects is 2 million KM.

The expenses and financial flows are recorded and monitored by the Financial and Economic Affairs Service in accordance with the relevant legal regulations.

## 2.6 Statistical data

<b>GENERAL INFORMATION</b>			
Number of faculties:	5		
	First cycle	Second cycle	Third cycle
Number of active study programs:	17	15	11

<b>UNDERGRADUATES AND GRADUATES</b>			
Number of students:	2015/2016.	2016/2017.	2017/2018.
First cycle <sup>2</sup> :	1637	1603	1465
Second cycle:	219	121	176
Third cycle	75	74	43
<b>TOTAL NUMBER OF STUDENTS:</b>	<b>1931</b>	<b>1798</b>	<b>1684</b>
Number of students who completed the first study cycle:	171	205	267
Number of students who completed the second study cycle:	73	62	49
Number of students who completed the third study cycle:	7	3	6

<b>IUS STUDENTS</b>	<b>ACADEMIC YEAR OF 2017/18</b>
International	869
Bosnia and Herzegovina citizens	794
Total	1663

<sup>2</sup>A certain number of students attending the English Language School (ELS).

<b>Total number of full time students on Academic Year/study cycle</b>	
I cycle	1448
II cycle	162
III cycle	53
<b>English Language School</b>	<b>134</b>
<b>Graduates: As of academic Year: 2016-2017 (cumulative)</b>	
Bachelor	1623
Master's	294
Doctorate	16

<b>ACADEMIC STAFF</b>				
Number of appointments to scientific and arts education titles:	20014/2015.	2015/2016.	2017/2018	2018/2019
Full Professors	0	1	8	0
Associate Professors	7	3	5	7
Assistant Professors	15	14	13	15
Senior Teaching Assistants	9	5	1	9
Assistants	3	3	0	3
Professors Emeritus	1	0	0	1
External Associates	32	42	41	32
Total number of appointments:	67	68	68	67

	Redovni profesori	Vanredni profesori	Docenti	Viši asistenti	Asistenti	Emeritusi	Prdavači na ELS-u
Number of academic staff	6	17	43	18	5	2	27

*Table 1 Basic statistical data*

	2015/2016	2016/2017	2017/2018
Students	1931	1798	1684
Academic staff	68	68	67
<b>Professor / student ratio</b>	<b>1:28</b>	<b>1:26</b>	<b>1:25</b>

*Table 2: Professor / student ratio for the last three years*

### **3 THE IMPLEMENTATION OF SELF-EVALUATION**

#### ***3.1 The Committee for the Implementation of Self-evaluation***

Acting in accordance with article 10 of the Book of Rules on the Accreditation of Higher Education Institutions and Study Programs („ Official Gazette of Sarajevo Canton“ issue No. 26/13) , the IUS Rector has appointed the Committee for the Implementation of the Process of Institutional Re-Accreditation and Preparation of the Self-evaluation Reports of the International University of Sarajevo. The Committee was appointed by Decision IUS-REC-01-2520/2018 from 9th October 2018. The Committee consists of twelve (12) members coming from the academic and administrative staff, as well as students from all three study cycles.

Members of the Committee are:

1. Assoc. Prof. Dr. Muhamed Hadžiabdić, Faculty of Natural Sciences and Engineering, president,
2. Edina Hadžiahmetović, Manager of the Quality Assurance Office, member,
3. Armin Kerić, Secretary General, member,
4. Jahja Imamović, dipl.iur, Deputy Secretary General for Legal and Administrative Affairs, member,
5. Ass. Prof. Dr. Tarik Namas, Faculty of Natural Sciences and Engineering , member,
6. Ass. Prof. Dr. Emil Knezović, Faculty of Business and Administration, member,
7. Sabiha Pepić - Inal, Student Affairs Manager, member,
8. Irma Mešić, Human Resources Manager, member,
9. Merima Arslankadić, Library Manager, member,
10. Mahir Hafizović, Student Representative for the First study cycle, member,
11. Haris Heljo, Student Representative for the Second study cycle, member,
12. Muhamed Adilović, Student Representative for the Third study cycle, member, and
13. Lamija Hadžimurtezić, Quality Assurance Office Assistant Manager, Committee Secretary.

#### ***3.2 Self-evaluation Procedure***

The Report on Self-evaluation (SER) covers the period from November 2014 to February 2019. The criteria for the preparation of the Self-evaluation Report have been developed in accordance with all the elements of the Standards and the Guidelines for Quality Assurance in Higher Education in Bosnia and Herzegovina. The Report was prepared in accordance with the Decision on the Criteria for Accreditation of Higher Education Institutions in Bosnia and Herzegovina. In order to prepare the

Report, the members of the Committee held a series of meetings with the management of the University, professors, administrative staff and students. Working groups were formed with special tasks to compile the documentation and analyze the indicators for every sub-criterion of self-evaluation according to the Guidelines for Institutional Accreditation. Following the the self-evaluation process, the Committee prepared a Self-evaluation Report for the period of 2014/2019. The Report was originally written in Bosnian language and then translated into English and Turkish. [The Self-evaluation Report](#) for the period of 2014 - 2019. academic year was considered and adopted at the Senate meeting held on 8 March, 2019.

## 4 CRITERIA AND STANDARDS

### 4.1 CRITERIA 1. *Quality Assurance Policy*

When it comes to internal quality assurance in the given period, IUS has undertaken a series of activities aimed at continuous improvement of quality. The activities which focus on the development of quality attempted to include all important factors for the work of a university: students, academic staff, management, administration, as well as external stakeholders, such as representatives of employers, government and non-governmental sector. The IUS Quality Assurance Office uses all available means and tools to improve the system of quality at IUS and make it more purposeful and efficient. This is proven by the successful external accreditations of IUS, such as the accreditation of study programs by AQ Austria and the ISO accreditation of the administration, as well as the daily work of IUS staff on the quality of teaching and research.

The self-evaluation activities resulted in conclusions that some processes were identified as satisfactory and should continue to be developed, while some processes need to be improved. There are proposals of processes that are innovative, but should be further developed and implemented.

Internal regulations in the field of quality assurance were also revised, and it was concluded that the procedures concerning internal quality assurance are defined in several rulebooks, which diminishes the efficiency of their implementation, monitoring and making corrective improvement measures. Furthermore, the Committee noted that most of IUS internal quality assurance regulations date back to 2011 or earlier. Considering the fact that in the aforementioned period, there has been a revision of the European Standards and Guidelines in Higher Education (ESG1), as well as the harmonization of local accreditation criteria with the revised ESG2, there is the need to update the established quality assurance system at the IUS in accordance with revised criteria.

The proposal of the Committee for self-evaluation is to increase the institutional capacity for process implementation through the development of quality assurance book of rules that would integrate quality assurance procedures and define responsibilities, jurisdiction, implementation time, indicators, and etc all in one place. The book of rules should be harmonized with the IUS Quality Policy (2011), as well as the Strategy for the period 2016-2021.

### **Criterion 1.1**

*A higher education institution defines its vision and mission to effectively manage its activities. The vision and mission have been developed and reviewed in consultation with relevant, interested parties and are publicly available.*

The mission, vision and core values of IUS are defined and periodically reviewed, with the last revision taking place during the strategic planning process in 2015, which will be further talked about in the next sub-criterion 1.2. Mission and vision are listed in all relevant IUS documents, and are publicly available on the website through the following [link](#).

### **Criterion 1.2**

*A 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 prepares and regularly reviews its strategy, in consultation with all relevant stakeholders. The strategy is formally adopted and is publicly available. It relates to the teaching process, research / development of art and contribution to the development of society, including concrete and attainable strategic goals and activities of a higher education institution.*

By a decision on Procedures for Developing, Adopting and Implementation of the IUS Strategy, number: IUS-UO08-33 / 2011, adopted by the Steering Committee, the following procedures are included: adoption of the Strategy, the body responsible for its implementation and monitoring of the implementation, as well as procedures for changing the strategy. The body in charge of coordinating the preparation of the Strategy and monitoring its implementation, hereinafter referred to as the Strategic Management Body, consists of the Rector, the Vice-Rector, the Dean and the Secretary-General. The Rector presides over the Strategic Management Authority and is entitled to appoint additional members.

The current IUS Strategy for the period 2016-2021 was adopted by the Board of Trustees at a meeting held in Sarajevo on 5.12.2015. The [strategy](#) has a formal legal status and is publicly available on the IUS web site. During the development of the Strategy, the IUS was guided by the following guidelines:

- Fulfilling the mission and vision of IUS
- Result of the analysis of goals from the previous strategy for the period 2011-2016
- Consultations with internal and external stakeholders
- Assessing the real environment in which the university operates

- The level of development of the legal and institutional framework in the field of quality assurance in higher education in BH and in the European Higher Education Area (EHEA).

Activities on the preparation of the IUS Strategy for the period 2016-2021 started with a review of the IUS Strategy for the period 2011-2016. A report on the implementation of the IUS Strategy for 2011-2016, which was made in November 2014, helped to understand and evaluate the extent of the progress made by the IUS in that period.

Preparatory activities started in November 2014 with the adoption of the Action Plan for the development of the IUS Development Strategy 2016-2021. By the decision from 17 November 2014, the Rector appointed the Body for the Development and Monitoring of the IUS Development Strategy (hereinafter: the Committee) consisting of 13 IUS staff who had an active role in the preparation of this Strategy, in particular through the analysis the current situation of higher education in BH, the EU and the region, with feedback and suggestions. The Rector chaired the [meetings of the Committee](#). This decision was supplemented by the Rector's Decision on changing the membership of the Committee from 20 April 2015. The changed Committee consisted of 12 members. During 2015, the Committee operated in 20 working groups (RGs), which carried out all the research on the given topics with feedback. The committee met five times and each working group made suggestions and feedback on the Strategy. The General Secretariat, which made an online survey sent to all IUS employees, also contributed to RG activities. In this way, all IUS employees could participate and make their contribution to the IUS Strategy. At a meeting with the rector, held on November 12 2015, student representatives also discussed the Draft Strategy and contributed from their perspective.

In the meantime, extensive meetings and consultations were held with external parties:

Government sector:

- Sarajevo, July 22, 2015
- Sarajevo, February 5, 2015

Industry:

- Sarajevo, February 5, 2015

Chamber of Commerce:

- Sarajevo, April 6, 2015
- Sarajevo, April 21, 2015
- Sarajevo, May 19, 2015
- Sarajevo, July 22, 2015

- Sarajevo, November 5, 2015

International Community (EU Office in BiH):

- Sarajevo, April 6, 2015
- Sarajevo, May 19, 2015

In addition, the Draft Strategy was also considered by the Agency for Higher Education and Quality Assurance of BiH (HEA) and gave its opinion. Finally, the Strategy document was discussed in detail by the members of IUS Board of Trustees at the following meetings:

1. Sarajevo, 12. 6. 2015. (12th June, 2015)
2. Istanbul, 7. 11. 2015. (7th November, 2015)
3. Sarajevo, 5. 12. 2015. (5th December, 2015)

The Board of Trustees gave a large number of proposals for the Strategy after analyzing the document and providing broader strategic guidance. The Foundation for the Development of Education, the founder of IUS, also supported the text of the Financing Strategy.

During the work on the Strategy, the following documents were taken into consideration:

1. The EU Commission - eleven (11) priorities related to higher education,
2. Analysis of Trends in Quality Assurance of Higher Education in the EU, Southeastern Europe and Bosnia and Herzegovina, WUSAustria, June 2009,
3. Decision on Criteria for Accreditation of Higher Education Institutions in Bosnia and Herzegovina (Official Gazette of Bosnia and Herzegovina, No. 75/10),
4. Decision on Amendments to the Decision on the Criteria for Accreditation of Higher Education Institutions in Bosnia and Herzegovina (Official Gazette of Bosnia and Herzegovina, No. 44/13),
5. Strategic plan for the Development of Higher Education in the Canton of Sarajevo, 2010-2015
6. Strategic guidelines for the Development of Higher Education in the Federation of Bosnia and Herzegovina, 2012-2022,
7. Agreements with different institutions through Erasmus+ (2015-2020), MEVLANA,
8. Recommendations, Strategic Development of Higher Education and Qualifications Framework, EU and Council of Europe (2015).

The main body for monitoring the implementation of the Strategy is the Strategic Management and Implementation Board whose members meet once a year. The last meeting of this board was held in December 2017. followed by a report on the implementation of the IUS Strategy for the period

October 2016-December 2017 which was submitted to the Steering Committee.

### **Criterion 1.3**

*The higher education institution has a formally defined and publically available policy and procedures for internal quality assurance, which also include clear responsibilities. These procedures are in line with the strategy of the higher education institution.*

The IUS's commitment to continuously improve the quality in all areas of the University's work is reflected in the IUS mission and vision, strategic goals and policy statements. The IUS quality management and quality assurance system is based on the ESG standards and guidelines, the domestic legal framework as well as the ISO 9001 system, and is implemented through a clearly defined and transparent legal and organizational framework. The IUS QA system consists of: internal acts, a set of procedures and processes for managing and ensuring quality and the body responsible for the functioning of the system. The system is periodically evaluated and, if necessary, revised. The internal management and quality assurance system at IUS was established with the following documents:

- [Statement on the mission, vision and goals of the International University of Sarajevo](#)
- [Statute of the International University of Sarajevo](#)
- [IUS Development Strategy, 2016-2021](#)
- [Decision on procedures for the development, adoption and implementation of the IUS Strategy](#)
- [Quality Assurance Regulation at IUS](#)
- Quality Policy Statement, 2015 TO BE UPLOADED
- [Policy of the Quality Assurance Office](#)
- [Book of Rules on adoption and monitoring of study programs at IUS](#)
- [Rules of Procedure of the Study Commission for study programs at the International University of Sarajevo](#)
- [Methods for monitoring the performance of academic staff duties](#)
- [Provision on the Statute decision governing the evaluation of academic staff](#)
- Quality Management System Manual of the University Secretariat

The bodies responsible for management and quality assurance established at IUS are:

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

#### iv. Faculty Committees and Working Groups for Quality Management

Support to these bodies is provided by all organizational units of the university in terms of delivering data, reports, drafting action plans, and so on. The functions performed by the bodies in the processes for managing and quality assurance are briefly described below:

##### **Board of Trustees / Senate**

Within its strategic management, the University establishes an internal quality assurance policy and provides an efficient internal system for its implementation. The decision on the establishment and improvement of the internal quality assurance system is proposed by the Senate, and it is considered and approved by the Board of Trustees. The Board of Trustees is responsible for the business activities and results of the work of the University and authorized to ask for data from all the bodies of the University, which it reports to the Founder.

##### **University Council / Internal Quality Assurance Committee -IQAC**

The University Council / Internal Quality Assurance Committee (IQAC) an expert advisory body in charge of initiating, monitoring and developing the efficiency and quality of the academic, research and other activities at the university level, which it reports to the Rector. Furthermore, this body is also responsible for maintaining and improving the quality and efficiency of work and providing guidance in the process of external evaluation and accreditation of universities and study programs. IQAC also has a working group, which usually consists of administrative services' staff, responsible for monitoring the realization of study programs. The working group of the Internal Quality Control Commission is chaired by the Rector or the Vice-Rector in charge of the work of the Quality Assurance Office and arranging its meetings as necessary.

##### **Quality Assurance Office**

The Quality Assurance Office is the central unit for quality assurance at the University. By a decision on the policy of the Quality Assurance Office, the Board of Trustees established the Quality Assurance Office as an independent body of the University operating within the Cabinet of the Rector by an internal act. The main responsibilities of the Office are:

- drafting of internal documents and forms related to the quality assurance area in accordance with the ESG and domestic legal framework
- monitoring changes in legislation in the field of quality assurance
- coordination of activities related to external quality assessment (accreditation) of institutions

and study programs

- expanding the quality culture by organizing workshops, lectures and information dissemination
- processing requests for changes to curricula according to the applicable Book of Rules
- conducting a student survey at the semester level, and reporting on its results
- gathering information about study programs, and reporting results
- the establishment and running of the Study Program Registry
- providing continuous support and cooperation to all internal and external stakeholders in the field of quality assurance
- monitoring the process for quality assurance and proposing improvement measures

### **Quality Assurance teams**

The quality assurance team is established at each faculty by the Dean's decision. The task of faculty quality management boards is to provide support in the implementation of self-evaluation of study programs, ensure students' participation in all activities related to quality assurance of study programs, periodically revise the learning outcomes of existing study programs, and then propose measures for matching learning outcomes with the qualification framework and curriculum, and provide recommendations for improving the teaching process. In the future, their active role in the processes related to the improvement of cooperation with employers is planned.

### **Criterion 1.4**

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

Through the established quality assurance system, IUS conducts consultations with internal and external stakeholders. The dynamics of consultation depends on the role of the participant in the work of the University. For example, students as the most important participant in the work of the University, evaluate the work of academic staff at the end of each semester through established procedures for conducting a student survey. Unlike students, employers' representatives are contacted periodically, and mandatory when passing important documents, e.g. adopting a strategy, preparing self-evaluation reports on study programs, and the like.

The structure of consultation procedures with stakeholders follows the above mentioned arguments. Some procedures are more strictly and formally regulated, e.g. the student survey, compared to some others, which are periodical, e.g. consultations with the Agency for Higher Education and Quality

Assurance, Bosnia and Herzegovina.

The Law on Higher Education in the Canton of Sarajevo (2017) also stipulates the obligation of higher education institutions to conclude cooperation agreements with the Employment Service of the Canton of Sarajevo, the Chamber of Commerce of the Canton of Sarajevo and the Association of Employers of the Canton of Sarajevo, which undoubtedly gives incentives to the higher education institutions to develop a system of promotion of knowledge and skills, and develop an entrepreneurial dimension of knowledge transfer to the economic sector. The process of signing an IUS contract with these entities is in the final stage and aims to enable a continuous exchange of views and attitudes between internal and external stakeholders.

In addition to the above, some of the methods of collecting information from stakeholders are presented in the table below:

	ACADEMIC STAFF	ADMINISTRATION	UNIVERSITY MANAGEMENT	FACULTY/PROGRAM MANAGEMENT	STUDENTS	EXTERNAL FACTORS	Alumni
<b>Methods applied for the purpose of gathering opinions of external and internal stakeholders</b>							
Participation in governing structures with the right to vote (e.g. Senate, Faculty Councils, etc.)	√	-	√	√	√	-	-
Participation in expert and advisory bodies and committees	√	√	√	√	√	√	√
Participation in self-evaluation activities and annual assessments of study programs	√	√	-	√	√	-	-
Formal or non-formal, as required, at the request of the university	√	√	√	√	√	√	√
Participation in surveys on a regular basis	-	-	-	-	√	-	√

## **Criterion 1.5**

*The system of internal quality assurance is directed towards continuous improvement of the higher education institution and supports the improvement of the teaching process, research work/art development, contribution to the development of society and management and administrative processes.*

The system of internal quality assurance is realized through the process approach of the PDCA ("plan-do it-check-act") and it is applied for the purpose of continuous teaching, research / artistic process, the development of the society and the management and administrative processes of IUS. It is important to emphasize that all processes interact with each other, i.e. the output of one represents the entrance to the other, and there is effort for a holistic approach towards these processes.

### **Supporting the teaching process**

The teaching process is supported by a set of procedures and processes, starting from planning, implementing, evaluating and adopting corrective measures. An important process that contributes to the improvement of teaching and learning is a student survey at semester level. Until 2016 IUS conducted an online survey, but since 2016 the survey has been carried out using the pen-paper method, which significantly increased the percentage of student responses to an average of 75%. Through the survey students evaluate the work of the professor, the organization of the subjects, and the teaching assistants and are given the opportunity to comment on them. The survey is on a voluntary basis and it is conducted each semester by the Quality Assurance Office with the support of staff from other administrative units. In order to make the results of the survey as objective as possible, the survey is conducted in the 12th or 13th week of lectures, that is at the end of the lecture period and before the exams. The results and report on the conducted survey are submitted by the Quality Assurance Office to the management and they are reviewed and analyzed at the faculty council and the program council. After analyzing the results of the evaluation of the work of academic staff, the council of the organizational unit determines the proposal of preventive and corrective measures. Each member of the academic staff receives the results of the student survey for the subjects taught in this semester, given that the students conducted the evaluation, but not before the final grades have been entered. An example of a summary of the report on the conducted survey can be seen in the following [link](#). Student evaluation is taken into account in the annual evaluation of academic staff. Another type of student survey, which the Quality Assurance Office conducts every two years, enables students to evaluate the work of administrative services and resources at the

university. It is also important to mention the IUS alumni surveys, as well as the process of analyzing student complaints, the process of student workload analysis, and contacts with external factors, which contributes to the improvement of teaching. Inclusion of Student Representatives of the Student Parliament (SPIUS) in all important processes at IUS is encouraged and closely monitored.

It is also important to mention the professional development of staff through in-house training organized by the Quality Assurance Office. An example of such a workshop can be found on the following [link1](#) and [link2](#).

### **Supporting research work and art development**

In addition to providing financial support and resources at the university level, each member of the academic staff, within the process of self-evaluation, submits a report to the dean about his work and this procedure is regulated by the IUS Statute. Research and art projects are supported by the Center for Research and Development and the Sponsored Projects Office. The Quality Assurance Office measures the efficiency of the work of these organizational units by interviewing direct beneficiaries of their services, academic and administrative staff, and the report is submitted to the management in charge of analyzing and adopting measures to improve the situation.

### **Supporting administrative processes**

At the administrative level, quality assurance processes are based on ISO 9001 standards. The system was established in 2014 and is evaluated once a year, while all activities are under the responsibility of the Office of the Secretary General.

### **Criterion 1.6**

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

The IUS Strategy for 2016-2021 defines goals in the field of international cooperation in all areas of the University's work. In the part of the strategy dealing with excellence in education, goal 11 defines the following:

*Increase the positive impact of international cooperation on teaching staff and students.*

As the key indicator, the following is given:

*Establish active cooperation with at least one partner university with an international reputation. Increase exchange of teaching staff and students by at least 20% annually starting from 2015.*

Details of the work and achievements of IUS in the field of international cooperation are presented in section 4.11.

## **4.2 CRITERION 2. Creating and approving study programs**

### **Criterion 2.1**

*The higher education institution has established procedures for the creation and adoption of study programs that are in accordance with the strategy of the higher education institution.*

Creating and adopting new study programs at IUS is in line with the strategy of the higher education institution, and the process itself includes extensive preparations in terms of market research and the possible popularity of study programs, the assessment of employability, and the cost-effectiveness of introducing new study programs (resources etc.).

The process involves academic staff related to the scientific/artistic field, industry representatives, students and other stakeholders. Clear procedures on the definition of the required content of the study of the establishment of new/innovative study programs/organizational units are defined in Article 14 of the Law on Higher Education (Official Gazette of Canton Sarajevo No. 33/17).The process of preparation and adoption of a new study programs is also defined by the [Rulebook on Adoption and Monitoring of Study Programs at the International University of Sarajevo](#).Final approval of establishment of a new study program is given by the competent educational authority...

### **Process outline**

The proposal for the establishment of a new study program is taken through a consultation process.

The formal and legal completeness of the proposal for a new study program must first be positively assessed by the Quality Assurance Office. After a positive assessment of the formal and legal completeness of the proposal by the Quality Assurance Office, the proposal of the new study program must pass the following legal procedures:

- The proposer of the new study program sends suggestions to academic staff, students, industry representatives and the wider community;

- The proposal for a new study program must be approved by the Curricula Committee for the and adopted by the Faculty Council;
- It is necessary that the proposal of a new study program has at least one positive review by an internationally recognized professor in the field of study program, which is confirmed by the Curricula Committee following the proposal of the proposer of the new study program;
- The proposal for a new study program is sent to the appropriate professional services which supplement the proposal with the following elements:
  - General and special conditions established by the Standards and guidelines in the field of higher education;
  - The financial means needed to meet these conditions,
  - Annual cost of studies,
  - The means of securing financial resources for the implementation of the program.
- An amended proposal is submitted to the Founder for the purpose of obtaining prior approval for adoption;
- After the Founder agrees, the proposal is referred to the Senate for adoption;
- The study programme is sent to the Ministry of Education, Science and Youth of Sarajevo Canton for the further procedure after being adopted by the Senate of IUS.

The Book of Rules also regulates procedures which are used by IUS in order to make changes of the existing study programme. It is noteworthy that activities in the revision of the existing study programmes are closely connected to the establishment of new study programmes or to defer of the status of inactive course programmes.

During 2016 / 2017 academic year IUS conducted an overall process of the revision of all study programmes for the first study cycle. The main objectives of this were as follows:

- The optimisation of the teaching in terms of the teacher workload
- The increase of the transparency of study programmes by publishing and updating the curricula on the web page
- Reviewing the student workload by courses and ECTS credits, especially for common courses for all course programmes
- Identifying the needs for opening new study programmes and deferring or incorporation of study programmes
- Promotion and marketing of study programmes

As a result of these activities, all curricula and syllabi of the existing study programmes were revised and published on the web page. All offered curricula and syllabi contain:

- i. The review of required and elective courses
- ii. Learning outcomes of each course
- iii. The numbers of hours of theoretical and practical teaching for each course
- iv. The general content of teaching materials for each course (divided by the number of weeks in one semester)
- v. Estimated student workload per course expressed in working hours
- vi. Number of points for each course expressed by ECTS credits
- vii. The methods of continuous assessment
- viii. ECTS credits for the final paper for the first and second study cycle
- ix. The methods of quality assurance
- x. The list of mandatory and additional literature for each course
- xi. Methods of quality assurance
- xii. Preconditions and other important remarks, e.g. junior and senior standing, an example can be seen [here](#).

## **Criterion 2.2**

*There are procedures established by a Higher Education Institution which ensure that the planned learning outcomes and the use of the credit system expressed through ECTS points are in accordance with the existing qualifications framework, that they apply to all course programmes and that the opportunities for gaining knowledge and skills outside the home institution are provided.*

IUS ensures that the planned learning outcomes and ECTS system are in accordance with the existing qualifications framework by the use of the procedures which regulate the changes of study programmes, the procedures for self evaluation of course programmes and annual evaluation of programmes, as well as the trainings about ECTS for teaching staff organized by the QA office, students workload and qualification framework. The example of this activity which included all course programmes and all courses at IUS are presented within Criterion 1.

IUS provides opportunities for students to gain knowledge and skills outside the home institution in many ways:

**Students Internship** – required course for all study programmes in the first cycle which has 6 ECTS credits. IUS Career Centre provides advisory support. All documents which regulate students’ internship can be accessed on the following [link](#).

**Students Exchange Programme** (Erasmus+, MEVLANA and individual exchange) is another opportunity for students to gain the knowledge and skills outside the home institution. Recognition of ECTS credits and passed examinations is regulated by the [Book of Rules on participation in the exchange programmes](#). A responsible coordinator who is appointed for each study programme follows and verifies the courses within the exchange programme and in this way closely cooperates with the International Relation Office (IRO). Interesting news which connects these two ways of internship outside the home institution can be found on the following [link](#). There are some other ways of gaining the competences outside the IUS such as projects, business cooperation and organized visits to other institutions.

### **4.3 CRITERION 3 Teaching and assessment focused on students**

#### **Criterion 3.1**

*A higher education institution applies procedures which guarantee objective, transparent and consistent way of the evaluation of students and which enable students to appeal. The procedures are formalized and publicly available.*

The evaluation of students at IUS is regulated by the Study Rules for the First Study Cycle (number: IUS – SENATE 11-2412/18). Study Rules for the First Study Cycle apply to the students of the Second and Third Study Cycle regarding evaluation, appeal procedures and other issues which are not regulated by the Study Rules for the Second and Third Study Cycle. ECTS points are allocated to students after finishing the course successfully. The evaluation includes written examination, oral examination, practice, seminar papers, tests, projects, midterm examinations, presentations and portfolios, but they are not limited to them. Grading scale is in accordance with the Law.

In accordance with the Study Rules there is a continuous evaluation of students during the semester (Article 27); the teaching staff keeps the records of the students’ activities (Article 23) and motivates them to work and learn continuously. Evaluation methods are appropriate for each course and they are devised by the teaching staff (Article 23), while the minimum number of points (as a measure of the progress of students, acquired skills and competences) are universal for each course as it is presented in the table above. This table shows the passing threshold and the grading scale which is

used at IUS. All these elements are presented in the course syllabus, which is issued and revised annually, so that all students are regularly informed about the process of evaluation. The exam schedules are published online in the academic calendar, which is available on the IUS web page and on the notice boards of the faculties. The councils of faculties analyse the success of students for each study programme at the end of each semester.

Achieved success	Number of points	Numerical grade	Letter grade
An outstanding success without errors or with some minor errors	95-100	10	A
Above average, with some errors	85-94	9	B
Average, with noticeable errors	75-84	8	C
Generally good, but with significant errors	65-74	7	D
Meets the minimum criteria	55-64	6	E
Doesn't meet the minimum criteria	Less than 55	5	F, FX

*Table 3. Grading scale at IUS*

### **Criterion 3.2**

*A higher education institution encourages an active engagement of students in the processes of management.*

The engagement of students in the processes of management at IUS is regulated by the IUS Statute as well as by the Regulation on Student Organisation of Sarajevo Canton. Student representatives actively participate in the activities of Senate and Faculty Councils. Statute gives students the right to have their organisation composed of the student representatives from all study cycles in accordance with the Statute of Student Organisation (Article 173). This enables students to choose their representatives through the Student Organisation and appoints them in all University bodies in accordance with the regulations of the University (Senate, Faculty Councils, Ethical Committee, QA Office, QA Team, etc). In this way, students monitor how the University operates and they participate in the processes of improvement. Furthermore, IUS organises orientation programme for new students in order to inform them about the departments responsible for student affairs. Each study programme organises their own student orientation programmes related to the curricula and syllabi. Students also have the right to express their satisfaction/ dissatisfaction with the course through the student survey and for other issues they can do that through appeals or petitions.

### **Criterion 3.3**

*The institution of higher education promotes and ensures the international mobility of students and staff and manages the system of sharing their experiences and examples of good practice.*

International mobility (exchange) of students as well as the academic and administrative staff is regulated by [Book of rules on participation in exchange programs](#). The mobility of students, academic and administrative staff is generally carried out through the Erasmus+ program (active since 2014), Mevlana program (active since 2013) and through exchange agreements organized by individuals.

Over the last period, IUS has managed to involve a significant number of students and staff members in the mobility programs. The table below shows the data referring to the students and IUS staff mobility carried out over the last 6 years. As it can be seen, the number of incoming and outgoing students and staff members based on the mobility programs has significantly increased in the last two years as a result of the efforts made by the International Relations Office and the whole management. It means that one of the educational goals set out and defined in the IUS Strategic Initiatives and Actions for 2016-2020 has been accomplished.

Academic year	Students		Staff		Total
	Outgoing	Incoming	Outgoing	Incoming	
<b>2013-2014</b>	6	5	0	3	<b>14</b>
<b>2014-2015</b>	2	11	0	8	<b>21</b>
<b>2015-2016</b>	23	21	20	9	<b>73</b>
<b>2016-2017</b>	76	40	41	34	<b>191</b>
<b>2017-2018</b>	76	29	84	71	<b>260</b>
<b>2018-2019*</b>	105	45	51	32	<b>233</b>
<b>Total</b>	<b>288</b>	<b>151</b>	<b>196</b>	<b>157</b>	<b>792</b>

*Table 4 Students and staff (academic and administrative) mobility*

\*numbers are not final - staff mobilities in process

#### ***4.4 CRITERION 4 . Enrolment and progress of students, recognition and certification***

##### **Criterion 4.1**

*The institution of higher education ensures adequate conditions and supports academic progress of students, ensuring their equal study opportunities.*

Besides meeting the general criteria for enrolment at the University which are stipulated and defined by Law, IUS students are also required to have advanced knowledge of English language in order to be able to attend lectures held in the English language. Students are required to prove their competence in English language either by having an internationally recognized certificate of knowledge of English, such as TOEFL or IELTS, or should they not possess such a certificate, they are obliged to pass the Proficiency Exam organized by the English Language School (ELS) at IUS.

Each IUS student is entitled to have access to an academic advisor assigned to them who they can consult in any matter pertaining to their study, such as: selection of particular courses, choice of a workplace where they can have their work experience, selection of the topic for their final paper, etc.

Students have access to the laboratories and to the library where they can study, as well as access to other facilities available to them such as sports facilities, restaurants, cafés, etc.

IUS is especially proud of the fact that it has adjusted the system of studying for students with special needs. There are several such students at IUS, while some students from this group have already successfully completed their studies. Most students from this group are visually impaired. Their success and progress demonstrate that IUS has been constantly working on improving opportunities for studying to students with special needs. Showing commitment and dedication towards such students, IUS endeavours to encourage students with special needs in their final years of high school to enrol at institutions of higher education which provide education and assessments under specific conditions. Students with disabilities have the right to individualization when enrolling and in the process of studying, attending classes, participating in learning activities, as well as assessment based on the individualization requirement. Based on the individualization request, a tutor is appointed to the candidate, i.e. student in order to provide assistance in applying for enrollment, attending classes and assessment.

## **Criterion 4.2**

*The institution of higher education has established a system for recognition of qualifications and previous studies in accordance with Lisbon Convention on Recognition of Qualifications and Prior Learning.*

The University recognizes foreign educational qualifications and previous studies in accordance with the Book of Rules on Recognition of Foreign Educational Qualifications (The Official Gazette of Sarajevo Canton, issue 51/17) based on the decision made by the Ministry of Education, Science and Youth of Sarajevo Canton.

Until adoption of the aforementioned Book of Rules on 19.9.2014, the University performed recognition of foreign educational qualifications based on the decision made by the Ministry of Education, Science and Youth, decision number: 11-05-38-23506/14 which approved the Book of Rules on Recognition of Foreign Educational Qualifications at International University of Sarajevo.

In the aforementioned period, the University established close cooperation with the Centre for information and recognition of documents in relation to higher education (CIP). The cooperation is reflected at several levels, as follows:

1. The level of individual request for recognition, which is submitted to the University in form of a request for the assessment made by individuals, is done by CIP in relation to the status of the foreign institution of higher education, the status of the study program, the validity of the degree certificate, the level of qualification awarded, the rights of the bearer of the qualification and any other relevant information. The information mentioned herewith is assessed by CIP as well as by BIH ENIC/NARIC centre via the ENIC/NARIC centre of the country whose institution has issued the relevant qualification documentation.
2. The level of education of the University employees directly dealing with processing of the requests for recognition, which includes participation in workshops periodically organized by CIP. (<http://cip.gov.ba/bs/vijesti-eng/329-predstavnici-centra-odrzali-obuku-na-ius-sarajevo-eng>)
3. The level of improvement of the system for recognition of foreign qualifications through the University participation in the Twinning project “Enhancing the institutional capacities for recognition of foreign qualifications in higher education in Bosnia and Herzegovina” run by the Ministry of Science and Education of the Republic of Croatia in cooperation with the

International Centre for Pedagogical Studies, Paris Sevres, the Republic of France, and the Academic Information Centre (AIC), Riga, the Republic of Latvia.

Owing to the aforementioned cooperation of the University and the harmonization of the procedures for the recognition of foreign qualifications which is in line with the Lisbon Convention, CIP recommends that individuals who approach them with requests for recognition of qualifications acquired abroad can also have that done at the International University of Sarajevo.

### **Criterion 4.3**

*The institution of higher education ensures that students obtain their Certificate/ Diploma-Degree Award, including the Diploma Supplement, in a timely manner.*

The Diploma-Degree Award and the Diploma Supplement have been designed and prepared according to the official templates provided by the Ministry of Education, Science and Youth of the Sarajevo Canton. Issue of the set of documents is guaranteed to each student, and the set includes:

- Diploma-Degree Award;
- The Diploma Supplement (issued in both Bosnian and English);
- Certificate on completion of the study level/cycle of study;
- Transcript of grade records (in both Bosnian and English) – containing the course titles as well as grades obtained, ECTS points, average grade for each semester and the total average grade.

### **4.5 CRITERION 5. Academic staff**

Based on the Statute and the Law on Higher Education in the Sarajevo Canton, management of human resources at the University is conducted through the following: the Board of Trustees of the University which adopts the Rules of procedure, Book of Rules on Internal Organization and Job Classification; and the University Rector who represents and acts on behalf of the University; who organizes and manages the University operations; recommends measures for improvement of work operations to the University bodies; makes decision on employment contracts with the University employees; makes decisions on concluding work agreements as well as rights, obligations and responsibilities of the employees in accordance with the Law and the development plans established by the Board of Trustees. The administrative support to the University employees is provided by the Human Resources Department which, through a wide range of activities, continuously provides advice in relation to all segments of equal employment opportunities to citizens of Bosnia and Herzegovina as well as to other nationals. Human Resources Department at IUS has relevant

information about the University employees, such as: gender, age, academic title, years of employment at IUS, etc. The leading officer in charge of the Department is the Department Head (Manager). The database of this Department is part of the information system which enables various forms of data analyses.

### **Criterion 5.1**

*Institution of higher education employs a sufficient number of academic staff.*

The University currently employs 161 employees. Out of the total number of employees, 72 are the administrative staff members, 89 are the academic staff members, and 27 staff members are members of the IUS Lifelong Learning Centre (English Language School Preparatory Program). IUS employs staff from 11 countries, namely from: The United States of America, Great Britain, Poland, Uzbekistan, Turkey, Egypt, Ethiopia, Palestine, Syria, Bangladesh and Denmark.

The current number of administrative staff (February 2019), together with external associates whose number does not exceed 20% of the total number of the academic staff engaged in the University activities, meets the guidelines stipulated by the Standards and norms for performing activities in higher education in the Sarajevo Canton area (hereinafter referred to as: the Standards). Prior to the commencement of each academic year, upon the Rector's proposal and based on the proposal made by the Council of Organizational Units, the decision is made about the plan on implementation of the teaching activities and the teaching duties at the University for the given academic year/semester. The implementation of the aforementioned decision is continuously monitored by the Council and the Rector, and it is harmonized with the applicable Standards and norms for performing activities in higher education in the Sarajevo Canton area (hereinafter referred to as: the Standards and Norms).

### **Criterion 5.2**

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

The Faculties and the University continuously analyze staffing, determine the plan of realization of teaching and propose measures for improvement in the areas where the need for new staff is identified. In general, these analyzes are done at the level of the study program, that is, the Faculty Councils, and they are forwarded to the Rector and the Senate for further action.

In addition to this, prior to the beginning of each academic year, Deans of the faculties make up the

Dynamic plan for vacancy announcements and submit it to the Rector and the Board of Trustees.

### **Criterion 5.3**

*The higher education institution applies fair and transparent processes and procedures for the recruitment and promotion of employees. Procedures are established in advance, and they are publicly available and in line with applicable legal regulations. The members of the selection committee for the academic staff are competent in a given scientific / artistic field (fields and branches) in which the candidate seeks the appointment.*

The procedures for the selection and promotion of teaching staff at the IUS are defined by the Law on Higher Education, the Statute and the Rulebook on Scientific Research / Artistic Research Activities and Academic Degrees. Documents regulating the procedures and selection of candidates are transparent, pre-published and harmonized with the Law on Higher Education of Canton Sarajevo. The selection and promotion process is conducted by a commission appointed by the Faculty Councils, where the majority of members have to be from the same area as other members from a related area. The members of the Selection Committee must be in the same or higher rank in relation to the title in which the candidate is appointed.

The members of the committee evaluate the scientific contribution of the candidates and the success in teaching according to the information from the candidate's application. Relevant scientific publications for the promotion and appointment into academic titles are publications published in the journals listed in the Register of Publications, in accordance with the Law on Higher Education. The procedure of appointment into academic titles is clearly defined, transparent and implemented on the basis of a public competition published in one of the daily newspapers in Bosnia and Herzegovina and on the IUS web site.

### **Criterion 5.4**

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

IUS continuously implements measures for encouraging academic staff in the professional, academic and professional development segment, in particular through incentives in the field of publishing scientific papers, allocating financial resources for the publication of scientific and professional and artistic works ([Book of Rules on Incentives Policy and Financial Support for Publishing, Conference Participation and Professional Development](#)), books and textbook publishing (in accordance with the

Book of Rules of Publishing Activities at IUS), support for the application and realization of scientific and professional projects through the Office of sponsored projects, the possibility to exercise the right on paid or unpaid absence for the purpose of professional development, attendance at conferences and other forms of staff training, which is detailed in the Procedures for the use of academic and administrative staff leave (<https://hr.ius.edu.ba/hr-document-templates>).

The list of academic staff who received financial support prescribed by the Book of Rules on Incentive Policy and Financial Support for Book Publishing, Conference and Professional Development are kept in the Finances and Economic Affairs Department, accompanied by supporting documentation attached to the support application.

During 2016, IUS established the Office of Sponsored Projects with the aim of providing support to academic staff in managing and seeking projects financed externally.

Additional incentives for professional development and improvement of all employee profiles are also financial incentives for attending various types of training organized by the IUS Life Centre for Lifelong Learning, which offers a large number of courses from linguistic, artistic to technical.

Appreciating the diversity and level of education of employees, the University has also organized and is organizing workshops in the field of everyday skills necessary for successful job performance of its employees. In this regard, in the past period, trainings in the field of IT, English and Turkish were held, and they were financially supported by the University.

### **Criterion 5.5**

*The higher education institution provides academic staff with an active engagement in research work.*

IUS supports research work of academic staff through a number of measures and organizational units of which the most important are:

- granting 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
- financial support for the publication of scientific and artistic works
- investment in scientific infrastructure
- support to research projects through the Sponsored Projects Office.

#### **4.6 CRITERION 6. Learning resources and support for students**

##### **Criterion 6.1**

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

IUS is located in a modern, newly built campus that has all the amenities necessary for successful and quality educational process (classrooms, amphitheatres, libraries, sports fields, cafes, canteen, etc.). IUS also meets very high criteria defined by Standards and Norms, which refer to the required and secured space. As IUS currently has 20,508 m<sup>2</sup>, and the required space for the current number of students is 18,978 m<sup>2</sup>, it is concluded that the space standard is fully met. a).

IUS also has a sufficient number of laboratories and workshops that are used in educational and research work. The following laboratories are operational:

- **Laboratories for genetics and bioengineering** (RC G.1, RC G.2, RC G.3 and RC G.4)

These laboratories are used for educational and research purposes in the field of genetics and bioengineering (GBE). The Laboratory for Genetics and Bioengineering is used by students of the first cycle of studies too.

- **Laboratory for Physics** (RC 1.6 and RC 1.2)

The physics laboratory is mainly used for the needs of the first cycle students. In the Physics Laboratory, students have the opportunity to practically test the Laws of physics as well as to gain experience in measurements, data analysis, and the like.

- **GSM and network labs** (A B.4)

GSM and network labs are equipped with modern GSM system and network tools.

- **Electronics Laboratory** (RC 1.5)

The electronics laboratory is equipped with modern equipment of analogue and digital electronics and signal processing. The electronic laboratory serves students of the 1st cycle of studies and allows them to perform basic experiments in the field of electronics. Students gain experience with electronic measurement techniques and tools such as: oscilloscope, power supply, digital multimeter

and generator functions. In addition, the laboratory provides support during the finalization of undergraduate and graduate studies involving the use of PLC and other technical instruments.

- **Embedded Systems Laboratory (A B.8)**

The purpose of the laboratory of the embedded system is to enable students from different engineering areas to get acquainted with current topics from the embedded system. The Laboratory serves students of all the three study cycles in various projects in the field of design of embedded systems, communication and programming. The laboratory is equipped with Raspberry Pi chip cards, computers, and all other necessary materials.

- **Management Laboratory(A B.9)**

The Management Laboratory serves more senior students and research students to perform experiments from various topics and areas related to management theory. Laboratory activities include, among other things, linear motion control, energy converter control, low-speed motion control, control with more than six degrees of freedom and large data collection capabilities.

- **Laboratory for 3D modelling and laser processing of materials**

The laboratory is used by students of the architecture program and other engineering programs. The laboratory consists of a modern CNC machine and a laser cutter. Students in this lab have the opportunity to create models that have previously been computerized.

IUS continuously invests in improving the physical resources of the university. In 2017 and 2018, the university's material resources were upgraded in the following way:

- Two new laboratories were established, one for embedded systems and another for managing
- The Centre for Research and Development (RDC) is equipped with new insulating walls in order to improve the work in the Centre.
- 3D printer, 3D scanner and a CNC machine with 6 degrees of freedom were purchased

In order to support the educational process, from the very beginning, IUS has established a modern and flexible IT system network and communication with professional network equipment based on HP ProLiant servers, Cisco / HP ProCurve Layer 2 / Layer 3 and PoE switches, firewalls and routers, Cisco VoIP a telephone system and a high-bandwidth internet connection (100 MBs) with wireless Internet access for students and professors within the IUS campus. The interconnection within the campus is based on optical Cat 7 UTP / FTP high performance cables. Furthermore, there are 350

computers, 70 network and desktop printers, 1 A0 plotter, 2 A3 / A4 color printers, 5 copy / print machines and over 135 Cisco VoIP phones.

All networks and communications applications and services ("ius.edu.ba" domains, e-mail, FTP, Student Information System, Library Management System, Web pages, e-learning system and other applications) function (hosting) within the IUS network systems and equipment.

The University has signed a Campus agreement with Microsoft that makes the IUS fully licensed to use their products in the educational process (Microsoft Windows XP / Vista / 7/8, MS Office 2003/07/10, Windows Server 2008, MS SQL Server, etc.). The IUS is licenses to use popular engineering software packages such as Autodesk Education Master Suite software collection, Adobe CS Design Premium and Master Collection Suite, AVID, MathWorks MATLAB, STATA, CD Adapco STAR CCM + Wolfram Research Mathematic, McNeel 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.

In the campus there are three well-equipped high performance computer laboratories. In the laboratories there are 75 desktop computers with installed software that is either fully licensed or open source software application.

The library has ten computers that have an internet connection and are available to students during their stay at the library.

The IUS has a permanent Internet connection for all PCs as well as a professional wireless system that provides an Internet connection throughout the campus. During the semester, all computer laboratories are available to students, in order to support the educational and research activities of students. All IUS students have the ability to use a Microsoft LiveID account based on the Outlook e-mail system (student.ius.edu.ba), which provides them with 20GB of memory for their documents.

### **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 with reading room is located on the 3rd floor of B building and occupies a space of 561 m<sup>2</sup>. In the library there are 32,056 library units (including periodicals, references, final papers, etc.), or 23,280 books in English, Turkish and Bosnian, and in a lesser part in other world languages, as

well as in various alphabets, including the Braille Alphabet. The number of library units is constantly increasing due to the process of purchasing new books, gifts or donations, exchanges, and own publishing.

All library units used in teaching are professionally processed in ZAKI-X (a unique information and technical system for managing the entire library work and controlling circulation of book material). Each processed library unit is equipped with 3M code for RFDI protection. The ZAKI-X system was purchased for the needs of the IUS library in 2016. Its value was 53,217.27 KM, which is also the largest investment in the library for the given year.

Bibliographic description of processed units is researchable and visible through the online catalogue with information on location, the available number of copies and the length of the loan. Currently, 9,685 library units are professionally processed, while the remaining books are in the process of preparation and are classified and put on the library shelves according to Dewey Decimal Classification (DDC) - the most widespread classification system in the world. The circulation of book material is done through an automated loan.

The library provides basic and additional literature for subjects in the curriculum. Additional reference material is available through electronic databases directly at the university, and in order to access more scientific research resources outside the IUS campus, the Cooperation Agreement with the National and University Library of Bosnia and Herzegovina is in effect.

The library manager keeps track of the publishing activity of the IUS. So far, the IUS has published 39 monographic publications, and 4 periodicals are active in the (OA - Open Access) on the IUS web site. With the Crossfire IUS membership, all IUS editions are assigned a DOI (Digital Object Identifier) through which a link to a web site with specific digital content is established. Currently, the DOI number is assigned to active IUS journals and articles within these journals.

The library also maintains an archive of selected final projects from all three educational cycles. Namely, in accordance with Article 72 paragraph (2) of the Law on Higher Education ("Official Gazette of Sarajevo Canton" No. 33/17), the University was obliged to make all final projects from the date of entry into force of this Law online accessible in integral text. This is enabled through a separate repository of final projects within the library catalogue, where the bibliographic description of each work contains a PDF version of the student's original work.

The estimated value of books in the library is 402,744 KM as of 14.02.2019. In the upcoming period, it is planned to enlarge the library fund through the procurement and / or subscription to e-books and

relevant scientific databases. The procurement of e-books would save space and further investments for the accommodation of library materials; it would also result in a quicker access to the library's fund, which would make students happier. Lecturers would also find it easier to work.

In addition, the library manager will be responsible for keeping the Register of Scientific Publications of IUS Academic Staff through an on-line application which is currently under preparation.

The library has six separate reading rooms with a total of 162 reading places. 10 computers with the internet access are available to students. In order to enter the library students must use the IUS ID on their electronic card. The library has 2 full-time employees and if needed, students are also hired to extend the working hours of the library during exams.

### **Criterion 6.3**

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

The IUS continuously invests in improving the physical resources of the university. The IUS has established the Centre for Research and Development (RDC), which supervises almost all laboratories (with the exception of computer laboratories). The RDC is managed by the director together with the assistant director and technical staff. The RCD, in cooperation with the research vice-rector, adopts the annual work plan and procurement necessary for the successful functioning of the laboratories that are part of the centre. The annual work plan of the centre is based on the activities and needs of students in terms of resources, materials and operating costs, for the purpose of teaching and research. The RDC's work is supported by the technical maintenance service, under the supervision of the secretary-general.

In 2017/2018 two new laboratories were established, and the infrastructure of the RDC itself was upgraded. They are a laboratory of embedded systems and a management laboratory. In addition, RDC is also equipped with new insulating walls. IUS acquired a 3D printer, 3D scanner and 6-degree CNC machines. All this equipment allows students to work on various projects, finishing projects and prototype construction for research purposes.

### **Criterion 6.4**

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

The university currently has 189 employees. Of the total number of employees, 73 are members of administrative and support staff (technicians and ELS members). The number of employees for performing administrative, accounting, financial, other general and technical tasks, or management-professional tasks meets the guidelines prescribed by the standards and norms for performing higher education activities in the Sarajevo Canton (hereinafter referred to as: Standards).

#### **Criterion 6.5**

*The higher education institution has adequate procedures and resources for implementing its strategy for international aspects of labour.*

This sub-criterion is described in detail in sub-chapter 4.11 International relations.

### **4.7 CRITERIA 7. Information Management**

#### **Criterion 7.1**

*Higher education institution uses information systems to collect, analyze and use information for the effectiveness and improvement of the teaching process, research / development of arts, contribution to society development, management and administrative activities.*

IUS uses Student information system (SIS) for the collection of data on the educational process, such as, the number of students, the average number of students who pass, the student profile etc. Besides SIS another important source of information is the IUS website which has a large number of web applications where data is entered into a database, such as application for recording data on scientific publications of professors and students from IUS. Administrative services periodically collect data using information systems and databases related to the web page and use this information for various types of reports which are sent to the management, which are the basis of the analysis for different purposes.

Administration offices submit relevant reports at the request of the management periodically or when required. At the time of writing this report, there is an ongoing analysis run by the Secretary General of all the processes taking place at the University. The expected result is improving the efficiency of work and ensuring the necessary input for a comprehensive IUS Rulebook on Internal Quality Assurance which is also being prepared.

IUS has recognized the importance of collecting data related to the functioning of the University and decided to computerize a large number of processes and thus enable quick and accurate data

collection through web applications. Experts of the University computer centre, who work on the implementation of E-Campus Project, aim to create a paperless administration through the information system, which will shorten the duration of certain processes and facilitate administration at any time to obtain accurate and reliable information. So far two important processes have been computerized, entering and changing course subjects syllabus and data collection related to the evaluation of academic staff. E-Campus applications will also enable an efficient management of the databases, which will be collected in the current time (real-time-data) and related to a large number of processes which take place at the same time at the University. This project is one of the IUS strategic goals planned for the next two to three years.

### **Criterion 7.2**

*Higher education institution regularly collects and analyzes data on the progress of students through the study, the success rate and leaving the University, the ratio of students and teaching staff etc.*

IUS possesses a system of document management and record keeping. Teaching process at IUS is properly documented and the student data is stored in a unique way. Also, the service personnel and the human resource office has at its disposal all the relevant information about University employees.

Data collected through competent services are used for various types of analysis, such as: analysis of student success, staff requirement analysis, analysis of space utilization, number of graduates, etc.

Academic staff receives codes for subjects they teach within Student Information System (SIS). Using these codes they enter final grades, get official lists of subjects they teach and print final subject report (which automatically calculates average grade). Using SIS there is a possibility of conducting various reports including: report on passed exams, reports on given Student's ID cards, reports on success in English Language School (ELS), etc.

### **Criterion 7.3**

Higher education institution regularly collects and analyzes work data, age structure and academic staff qualifications as well as regular proportion of own and guest staff.

Personnel and Human Resources Service continuously gathers the data including age structure and academic staff qualifications. The information is gathered via:

- Student's surveys

At the end of each semester students fill in the survey. Relevant staff evaluates gathered information so that appropriate measures, if needed, are implemented accordingly. Data processing is done automatically and the reports are available both for students and teaching staff.

- Academic staff evaluation

Every June, after final exams, the University conducts an academic staff evaluation of work. Academic staff evaluation is conducted in four fields: a) Work in the field of research and art, b) Teaching, c) Administrative and public engagement, d) Projects.

Work in the field of research and art is evaluated in numerical value, while the conducted teaching and administrative and public engagement as well as projects are evaluated in descriptive manner as: excellent, satisfactory, weak and unsatisfactory. Academic staff is evaluated once a year at the university. Visitor or guest academic staff is also evaluated annually, in the field of teaching as well as in other fields, if necessary.

The University is currently in the procurement phase of new human resource software, which will have all the aspects of staff evaluation prescribed by the Law on higher education included.

#### ***4.8 Criterion 8. Informing the public***

##### **Criterion 8.1**

Higher education institution regularly publishes all the relevant information on the website including information about activities, study programs, titles that it offers, all clear, verified, objective, up to date and available. All the information is available in one of official languages in Bosnia and Herzegovina, as well as in English.

External and Internal communication of the University is governed by Public Relation Office (PR Office). The work of PR Office is regulated by the Rules of Public Relations and Information. Beside the official [IUS website](#), IUS uses all available means of communication for communicating with the public, such as social networks (Facebook, Instagram, Twitter, YouTube, LinkedIn, Google+ pages). Promo material is being prepared and updated regularly, with the latest information. The information available on the website and social networks is published in Bosnian, English and Turkish. In addition to informing the general public, the University also pays attention to apt and accurate internal communication, with its employees and students. In addition to using the aforementioned channels of communication and information, the PR Office communicates directly

with employees and students through e-mails, as well as placing information posters and announcements on the University's bulletin boards.

The PR Office regularly communicates with the media (TV, electronic and print), as well as accurate and objective information about the activities, actualities, and deadlines for enrolment to media companies. Furthermore, monitoring and records of published articles of the University are kept.

One of the most effective ways of communicating and informing potential students and their parents about the plans of the University, and about each study program individually, is Open Door Day, which is traditionally organized every last Friday in March of the current year. Students are also tested for scholarships during the Open Doors Day. Visitors are informed about the work of the University and study programs through communication with staff and university professors, and through promotional materials, leaflets and information booklets of the University. After the event has ended, the public is informed through the publication of news on the official channels of IUS communication, and through media announcements. After the testing in 2018, a total of 24 media reported on the test.

Some of the events that were organized in 2018, in whole or in part, by PR Office of IUS are:

- Honorary doctorate award to President of the Republic of Turkey Recep Tayyip Erdogan, on May 21, 2018. The event which lasted the whole day was attended by more than 500 people;
- A formal promotion of graduates, June 22, 2018. 260 graduates were promoted. Around 2,000 guests attended the ceremony;
- IUS STEM CAMP, a summer school intended for high school students, held in the period of July 22 – July 29, 2018;
- The members of the state presidency visited IUS, November 27, 2018. (marking 25 November, Statehood Day of Bosnia and Herzegovina), about 300 guests attended the event.
- Sarajevo Air Quality Geek Fest, November 25 - November 27, 2018, School of Programming.

## **Criterion 8.2**

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

The IUS website has five clearly visible units, one of which is dedicated to research. The website provides information on publications of academic staff, projects, scientific journals published by IUS, research centres at IUS, as well as library labs and resources. The data on the website is regularly updated.

### **Criterion 8.3**

*The higher education institution provides systematic communication with external stakeholders.*

The principles and channels of communication and other relevant issues are regulated by the [\*IUS Communication Strategy\*](#) (number: IUS-SENAT 11-1062 / 11) and the [\*Rules of Public Relations and Information\*](#) (number: IUS-SENAT 11-1061 / 11). In addition to the above documents, the IUS prepares an annual communication plan that defines the short-term priorities, objectives and activities of the University in relation to public relations activities.

IUS publishes a catalogue for future students in three languages: Bosnian, English and Turkish. 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. More than 2 000 printed copies of the catalogue are distributed annually in Bosnia and Herzegovina and abroad. Also, the catalogue is published on the IUS web site.

In addition, IUS publishes brochures in several languages (Bosnian, English, Turkish, Arabic), as well as posters and commercials in digital media.

The main means of communication with external stakeholders are:

- the official website of the IUS;
- official Facebook, Instagram, Twitter, YouTube, LinkedIn and Google+ pages;
- The Open Door Day, which is organized every year in the last week of March;
- booklets and other promotional materials.

## ***4.9 CRITERIA 9. Continuous monitoring and periodic review of the program***

### **Criterion 9.1**

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

In the phase of the PDCA cycle evaluation, in order to obtain as objective a picture as possible about the study programs, the IUS implements several types of activities aimed at monitoring and development of these, from which we will list some of the most important:

- Using quantitative data from a single information system, such as the number of students enrolled, drop-out, progress, length of study, completed and cumulative CGPA of students, etc.
- By conducting a survey on the quality of realization of the educational process, resources, student outcomes (student surveys, alumni, employers, focus groups, surveys on the popularity of study programs, employability, etc.)
- Periodic revision of learning outcomes, student load, etc.
- Conducting an evaluation of academic staff in the areas of scientific research, teaching and mentoring, socially useful work and projects.
- By examining data on mobility of students, academic and administrative staff
- Analysis of signed contracts on cooperation with other institutions
- Analyzing student complaints

The above information serves the management with the aim of making improvement measures.

### **Criterion 9.2**

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

The procedures for monitoring the realization of study programs were established by the internal acts mentioned under sub-criterion 1.3. Student surveys have been conducted regularly by the Quality Assurance Office at the university level every semester since 2011. The results are analyzed by the management and measures are taken to improve the teaching process. Faculties also monitor the implementation of study programs from the teaching point of view. As noted earlier, in the self-evaluation process, it was determined that the entire quality assurance system which includes monitoring the realization of study programs will be improved by applying more efficient processes by reducing the number of internal acts and computerization of the system. The following Rulebooks are also carefully analyzed to determine their up-to-datedness as most of them date from 2011. IUS has adopted the following documents in order to regularly monitor the realization of the study programs:

- [Methods for monitoring the performance of academic staff duties](#)
- [Book of Rules on Adopting and Monitoring Study Programs at IUS](#)
- [Rules of Procedure of the Committee for Monitoring Study programs at IUS](#)
- [Book of Rules on Procedures of Monitoring the Effectiveness of the Teaching Process](#)

- [The provisions of the Statute regulating the Evaluation of Academic Staff](#)

### **Criterion 9.3**

*The higher education institution analyzes the manner in which the procedures for gathering information and activities have influenced the improvement of the study program.*

Since the IUC uses a process approach (PDCA), continuous cyclical re-examination of the introduced measures is carried out, the efficiency of which is measured through the established indicators.

#### **4.10 CRITERIA 10. Periodic external quality assurance**

### **Criterion 10.1**

*Higher education institutions should periodically undergo external quality assurance process.*

#### **Accreditation of study programs**

After securing institutional accreditation in 2014-2015, and in accordance with the Action Plan adopted after obtaining accreditation, IUS started the process of revising the learning outcomes of the existing study programs and the inspection to see whether there are discrepancies from the valid qualification frameworks. The mentioned process was the preparation for the implementation of the process of self-evaluation at the level of study programs, followed by the development of self-evaluation reports of study programs.

In accordance with the terms determined by the applicable law, on August 5, 2015 IUS formally submitted a request for accreditation of its study programs by submitting a self-evaluation report to the competent Ministry for Education and Science of Canton Sarajevo. This procedure remained unfinished under unexplained circumstances, despite the applicant responsibility. At the same time, in the second half of 2015., IUS carried out a strategic planning process where further action regarding the accreditation of study programs was considered. In the agreement with the Founders, IUS delivers the following as strategic objectives.

Chapter 3. IUS Strategy 2016-2021, page 16 IUS has set two strategic objectives, quote:

*“On its way to excellence in education, International University of Sarajevo is dedicated to ensuring the quality of its study programs. This strategy proposes two modes of operation:*

*1) obtaining state accreditation of study programs in accordance with the applicable legal framework and practical regulations in BiH, and*

*2) obtaining external accreditation of study programs of IUS by an independent, qualified organizations for accreditation in accordance with internationally recognized standards of higher education”*

After signing the contract with AQ Austria in 2016., IUS carried out a self-evaluation of nominated IUS study programs for the purpose of its accreditation by AQ Austria. At the end of the same year, the following study programs obtained international accreditation for a period of five years.

- International Relations cycle I, Faculty of Management and Administration
- International Relations cycle II , Faculty of Management and Administration
- Electrical engineering and electronics cycle I, Faculty of Engineering and Natural Sciences
- Electrical engineering and electronics cycle II, Faculty of Engineering and Natural Sciences
- Genetics and bioengineering cycle I, Faculty of Engineering and Natural Sciences
- Genetics and bioengineering cycle II, Faculty of Engineering and Natural Sciences

During the process of re-accreditation of AQ Austria by ENQA, IUS Manager of the Quality Assurance Office was invited to participate at the meeting with a panel of experts on March 3 2019.

### **ISO9001:2008 certificate**

In 2015, 2016 and 2017 IUS worked on obtaining ISO9001: 2008 certification which resulted in the successful recertification of the General Secretariat of IUS with standard ISO 9001: 2008. Hereby one of the strategic objectives in offering quality insurance in administration is achieved.

### **EAQUALS certificate**

In 2018., English Language School received an international accreditation – EAQUALS

### ***4.11 CRITERION 11. International Cooperation***

Internationalization is one of the key strategic IUS goals listed in two strategic documents, the IUS Action Plan in Criterion 9, and the Strategic plan where internationalization was stated in Mission Statement, Chapter 3 Educational Excellence and in Aim 11, activities that support educational excellence.

External contact with the world IUS performs through its Office of International Relations (IRO). At the moment, there is a manager and two assistants working in the office. The staff working in IRO office is highly educated, competent, and experienced in performing this job or similar jobs. Students, faculty and administrative staff as well as visitors from outside receive all the relevant information through the official IRO website.

IRO is constantly working on expanding its network of contacts which resulted in 20 new partnership agreements within the Erasmus + project in the past six months. Some of the program countries where we have for the first time started cooperation are France, Hungary and Greece, while in Spain, Poland, Turkey and Lithuania we have increased the number of partner universities.

Thanks to student and staff mobility projects IUS has opened its doors to joint research project and joint studies. At the moment intensive negotiations are held with a prestigious Technical University in Istanbul on implementation of double degrees for 4 study programs, starting with the 2019-2020 academic year.

In 2018, IRO organised different events and activities such as Orientation meetings, Open days, sessions and numerous other events in cooperation with the PR Office, the Faculties and SEDEF.

The office regularly communicates with students who are taking part in exchange programs and follows their social media profiles on Instagram and Facebook to keep up-to-date with their activities during the exchange (students are notified about these activities in advance). For example, a result of such monitoring is that the IRO reacted promptly and helped a student who was lost in Warsaw in the middle of the night and another student who was ill in Istanbul. Information gathered through the following of social media is also used to prepare Open days,

Orientation meetings, visits to our partner countries (attached is the presentation prepared for the visit to Zielona Gora, Poland in April 2018.)

After returning from an exchange, students are asked to fill in a IRO survey (evaluation form) to evaluate their experience of the exchange program as well as the performance of our Office. IRO also interviews students and their stories are published in our Newsletter (a sample of Newsletter can be found [here](#)), as well as on our Facebook page. IRO sessions (IRO Talks) and Orientation meetings for students who were on an exchange are also organized so that those students can share their experiences with other students.

IRO activities have contributed to a significant growth in the number of exchange students, professors and administrative staff in the last few years. The national Erasmus plus office of the European Union has assessed IUS as one of the most successful institution in terms of the participation in Erasmus plus program (The letter from the national Erasmus plus office is in the Appendix). In 2018 only, there were 105 students and 51 professors from IUS who took part in exchange programs. A new plan is being made which will present the next steps IUS will take towards internationalisation in the next 5 years. The new plan, after it's finished, will be presented to interested parties on the IUS website.



## **5 IMPLEMENTED ACTIVITIES SINCE THE LAST ACCREDITATION**

The first institutional accreditation was granted to IUS September 2014. The expert committee established several areas at IUS which could be improved. Acting in accordance with article 17, paragraph (1) of the Book of Rules on the Accreditation of institutions and study programs (Official Gazette of Sarajevo, issue No. 26/13), the Senate of the International University of Sarajevo made the decision to adopt the Action plan for the improvement and enhancement of the quality assurance system on 30 October, 2014 which was published on the IUS website. In accordance with article 18 of the same Book of Rules, the International University of Sarajevo was obliged to draw up the annual Report on activities carried out as part of the Action plan implementation, which was then submitted to the authorised Ministry.

The areas of improvement were primarily related to the position of the Quality Assurance Office (QA Office) within the organisational scheme as well as the scope of student and teaching staff exchange. As a result of the first accreditation, IUS undertook a series of measures aimed at removing the identified shortcomings. The QA Office, as recommended by the Expert Committee, was joined the Rector's Office, whereas the International Relations Office (IRO) significantly improved its performance and helped IUS to become one of the most successful higher education institutions when it comes to student and teaching staff exchange within the Erasmus plus program.

The main activities performed by IUS since the conclusion of the first accreditation are summed up below:

### **IUS – main activities in the period of 2014-2019**

- **2014-2015** Revision of the learning outcomes of existing study programs, adjustment to the qualification framework, preparation of self-evaluation reports of study programs. Self-evaluation reports submitted to the authorised Ministry for the purpose of accreditation.
- **2015** A new unique information system is introduced - UNIPA.
- **2015** The Faculty of Law established as a new organisational unit of the University.
- **2015** The process of strategic planning is implemented which resulted in the adoption of the IUS strategy for the period of 2016-2021.
- **2015** In accordance with strategic goals the decision is made to hire the accreditation agency AQ Austria, a member of ENQA, to implement the accreditation of nominated study programs. Soon, a contract was signed between IUS and AQ Austria.

- **2016** Mechanisms for evaluating student practice with ECTS points are introduced.
- **2016** Mechanisms are introduced to enable greater mobility of students, professors and administration. Erasmus coordinators are appointed on study programs and ECTS recognition mechanisms are established in the framework of the exchange program.
- **2016** IUS conducts self-evaluation of nominated study programs for the purpose of accreditation by AQ Austria. At the end of the same year, the following study programs receive international accreditation for a period of five (5) years:
  - International Relations I cycle, Faculty of Management and Public Administration
  - International Relations II cycle, Faculty of Management and Public Administration
  - Electrical Engineering and Electronics I cycle, Faculty of Natural and Technical Sciences
  - Electrical Engineering and Electronics II cycle, Faculty of Natural and Technical Sciences
  - Genetics and Bioengineering and cycle, Faculty of Natural and Technical Sciences
  - Genetics and Bioengineering II cycle, Faculty of Natural and Technical Sciences
- **2016** Student surveys are carried out using a pen-paper instead of an online system, which results in increased student participation in the survey and more valid results.
- **2015, 2016, 2017** The General Secretariat of IUS according to the ISO 9001: 2008 standard is successfully recertified
- **2016-2017** The process of optimization of study programs, student workload revision and harmonization of ECTS credits per course is carried out. The transparency of teaching increases with publication of curricula on the website and info catalog.
- **2017** Center for Psychological Support for Students was established.
- **2017** Established Career Development Center.
- **2018** English Language School receives international accreditation EQUALS.
- For the first time, STEM Camp is organized, a summer school intended for high school students.
- **2018** IUS enacts a new Statute based on the Law on Higher Education ("Official Gazette of Sarajevo Canton", No. 33/17).

- **2018** IUS establishes the Register of study programs in which all the changes are recorded.
- **2018** IUS establishes mechanisms for conducting professional studies and joint studies.
- **2018** IUS signs an agreement with the ITU to establish 4 joint study programs for the acquisition of double diplomas.
- **2018** The procedure for obtaining the Decision on fulfilling the conditions for the work of the Organizer of Adult Education No. 11 / 04-38-1907-4 / 18 of 02.08.2018 has been completed. On the basis of which the Center for Lifelong Learning IUS-LIFE was enrolled in the Register of Adult Education under number 15 on page 15.
- **2018** The Council for postgraduate studies was established aiming at more efficient and purposeful organization of the second and third cycle of studies.
- **2019** The implementation of the *E-campus* project has started and its goal is to make IUS administration paperless and processes faster and more efficient.



## **6 CONCLUSIONS AND FUTURE PLANS**

For the past three years, the International University of Sarajevo has been ranked among the top four universities in Bosnia and Herzegovina on Webometrics, which attests to the quality of teaching and research carried out at the University. This is the result of continuous work on improving the quality of teaching, scientific research and infrastructure.

The IUS has undertaken several important steps to achieve the main strategic goals. In 2016, the accreditation process of eight study programs was launched by the highly acclaimed European accreditation agency, AQ Austria. The process has been successfully completed for 6 study programs. During this process, procedures and documentation were significantly improved, not only for the study programs that were subject of accreditation, but for all other study programs as well. At the end of 2018 and the beginning of 2019, activities were initiated with the aim of implementing joint study programs with the Istanbul Technical University (ITU), a renowned and high-ranked university from the Republic of Turkey. The result of these activities will be four joint study programs that will be awarding the IUS and ITU diplomas. The main goals of these activities are to attract high-quality domestic and foreign students and bring the quality of teaching at IUS to a higher level.

In the last four years, the infrastructure of University has been significantly improved with new equipment and laboratories. The International Relation Office (IRO) and the Lifelong Learning Center (IUS Life), established in 2014, fully justified their existence. The number of student exchanges as well as the exchange of academic and administrative staff has been increased several times compared to the time when the previous accreditation took place. The number of students who are taking part in the Erasmus plus exchange program is among the largest in B&H. IUS Life, the Lifelong Learning Center has a large number of participants who, through the forms of non-formal education, acquire the necessary knowledge and skills from competent lecturers and on contemporary equipment, which significantly contributes to the B&H industry and society as a whole. For the first time since the establishment of the IUS, projects (funded or co-funded by the external partners) have started to benefit the University financially but also equipment wise and this trend is on the rise.

However, the work of the University is accompanied by a number of challenges. IUS largely depends on tuition fees of foreign students who mostly come from the Republic of Turkey. The number of students from Turkey has decreased in previous years as a result of the decline in the value of the

Lira against the Euro, which has significantly increased the cost of studying at IUS for these students. The number of students from B&H did not significantly increase in the previous period as a result of the unfavourable economic situation in the country. The founder is making great efforts to compensate for these losses and so far he has succeeded in doing so.

The work of the University in the last four years has been marked by the inevitable changes pertaining to both external and internal factors. External factors affecting the university operations were caused by entering into force of the new Law on Higher Education of Sarajevo Canton in 2017. The University had to adopt a new statute which is harmonised with the aforementioned Law. However, the new Statute was also seen as an opportunity to emphasize and improve some of the procedures which were perceived as very important by the management, such as for instance academic staff performance evaluation<sup>3</sup>. As for the internal challenges, IUS faced changes of the Rector which necessarily led to a standstill or a delay in implementation of some of the goals and procedures.

At the beginning of 2018, the IUS entered into calm waters and ambitiously planed its further development. Special attention is paid to the quality of post-graduate studies, and for this purpose the Council of Postgraduate Studies has been established, which ensures that the processes in the second and third cycles of the studies are conducted smoothly and in line with the regulations defining this field.

In the coming period, IUS plans to improve the operation of the administration in a way that numerous procedures are simplified and digitized so that they can be performed more quickly and efficiently. With this goal, the Ecampus project started. IUS plans to improve the visual appearance and organization of its official website so that users can get information faster and easier. These activities will significantly contribute to more efficient management, as regular and better quality information necessary for analysis and decision making will be available.

Activities related to internal quality assurance, which are interlinked through all activities of IUS, continue a trend aimed at strengthening institutional capacities. At the time of writing this report, the Quality Assurance Office is working intensively on the preparation of the Rulebook on the internal quality assurance at IUS, the purpose of which is to unify existing procedures in one document, to supplement them with new ones, thus upgrading the existing system of internal quality assurance in line with the development of guidelines (ESG2) and policies in the field of quality assurance in

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<sup>3</sup>This procedure was previously defined by an internal rule book

higher education both at European and B&H level.

IUS plans to continue investing in scientific and educational infrastructure in the upcoming period. The accent will be on engineering laboratories and increasing the computer power needed for the work of students and professors. A significant part of the funds for this purpose is planned to be provided through scientific and development projects financed primarily from EU funds and projects with partners from industry. IUS will also continue to actively work on the internationalization of education in Sarajevo Canton. An important step in this direction is the establishment of joint study programs with the renowned Istanbul Technical University.

All listed activities are related to the fulfilment of the strategic goals defined in the Strategy 2016-2021. The IUS expects that current and planned activities will contribute to meeting the vision and mission of the University for the benefit of all stakeholders and society as a whole.



## 7 PRILOZI

### 7.1 Decison on appointment of Committee for Self-evaluation report



INTERNATIONAL UNIVERSITY OF SARAJEVO  
INTERNACIONALNI UNIVERZITET U SARAJEVU

- REKTOR -

Broj: IUS-REC-01-2520/2018

Datum: 09.10.2018. godine

Na osnovu člana 10. Pravilnika o akreditaciji visokoškolskih ustanova i studijskih programa („Službene novine Kantona Sarajevo“ broj 26/13), rektor Internacionalnog univerziteta u Sarajevu, donio je sljedeću

#### ODLUKU

##### I

Imenuje se Komisija za provođenje postupka institucionalne re-akreditacije i pripremanje Izvještaja o samoevaluaciji Internacionalnog univerziteta u Sarajevu, u sljedećem sastavu:

1. Vanr. Prof. Dr. Muhamed Hadžiabdić, Fakultet prirodnih i tehničkih nauka, predsjedavajući,
2. Edina Hadžiahmetović, Rukovodilac Ureda za osiguranje kvaliteta, član,
3. Armin Kerić, Generalni sekretar, član,
4. Jahja Imamović, Zamjenik Generalnog sekretara, član,
5. Doc. Dr. Tarik Namas, Fakultet prirodnih i tehničkih nauka, član,
6. Doc. Dr. Emil Knezović, Fakultet menadžmenta i javne uprave, član,
7. Sabiha Pepić - Inal, Rukovodilac Studentske službe, član,
8. Irma Mešić, Rukovodilac službe za personal i ljudske resurse, član,
9. Merima Arslankadić, Rukovodilac biblioteke, član,
10. Mahir Hafizović, predstavnik studenata I ciklusa studija, član,
11. Haris Heljo, predstavnik studenata II ciklusa studija, član,
12. Muhamed Adilović, predstavnik studenata III ciklusa studija, član, i
13. Lamija Hadžimurtezić, pomoćnik rukovodioca Ureda za osiguranje kvaliteta, Sekretar Komisije.

##### II

Komisija postupa u skladu sa Odlukom o kriterijima za akreditaciju visokoškolskih ustanova u BiH (Službeni glasnik BiH, broj: 96/16) i Poslovnikom o radu Komisije.

Komisija se ovlašćuje angažirati dodatne radne timove s ciljem izrade uspješnog okončanja datih zaduženja.

##### III

Krajnji rok za dostavu konačnog Izvještaja o samoevaluaciji je 15.01.2019. godine.

##### IV

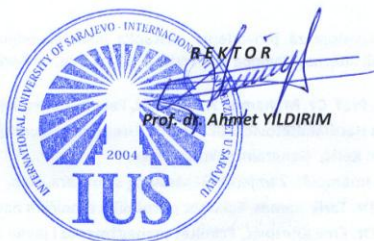
Obavezuju se službe IUS-a na pružanje pune podrške u postupku izrade Izvještaja o samoevaluaciji.

##### V

Komisija se obavezuje predati Senatu na usvajanje lektorisan finalni Izvještaj o samoevaluaciji u tri bosanske i tri engleske kopije.

##### VI

Ova Odluka stupa na snagu danom donošenja.



Dostaviti:

1 x Komisija  
1 x a/a

## 7.2 Statistical data

Academic and administration staff age structure (on February, 2019)						
	FASS	FBA	FENS	FLW	FEDU	IUS
>70 god.	0	0	2	0	0	0
65 – 70 god.	0	0	0	0	0	0
45 – 65 god.	4	3	10	2	0	19
35 – 45 god.	12	9	16	0	1	32
25 – 35 god.	5	5	17	3	0	20
<25 god.	0	0	0	0	0	1
<b>Total:</b>				<b>161</b>		

Table 5: Age structure of IUS staff

Department	Number of staff
University Secretariat	4
HR	3
Student Affairs Office	5
Library	2
Public Relations Office	5
IT	5
Faculty Secretaries	4
Archive	1
Career Center	1
International Relations Office	3
Office for social and cultural actives	3
Laboratories	1
Office for finance and economic affairs	3
Office of sponsored projects	1
Technical Service	26
Translator office	1
Other	4
<b>TOTAL</b>	<b>72</b>

Table 6: Non-academic staff structure

Year	Administration and technical staff
2019	72
2018	79
2017	81

Table 7: Non-academic staff in last three years

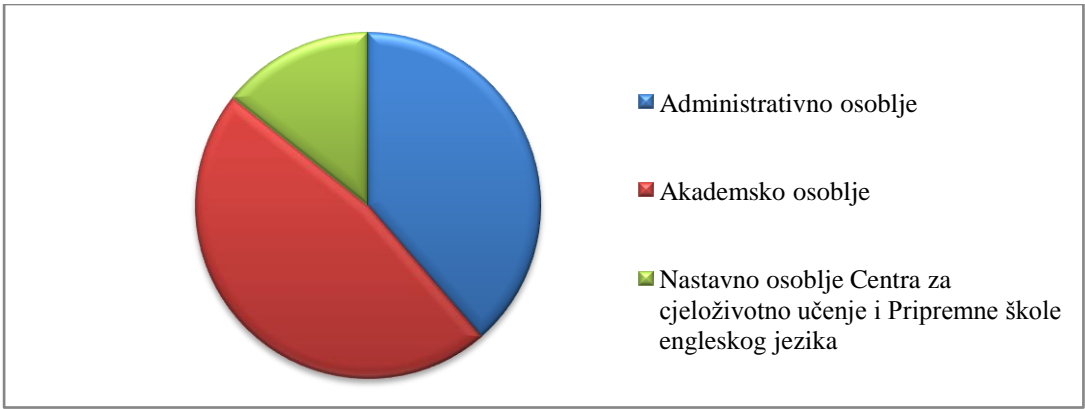


Figure 1: Portion of administrative, academic and ELS staff

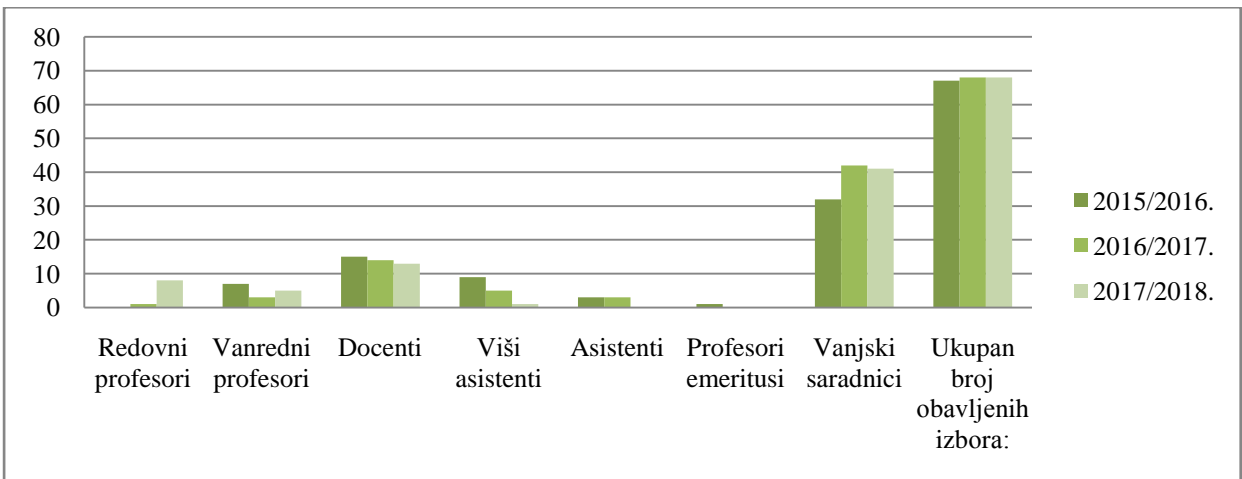


Figure 2: Number of academic appointments in the last three years

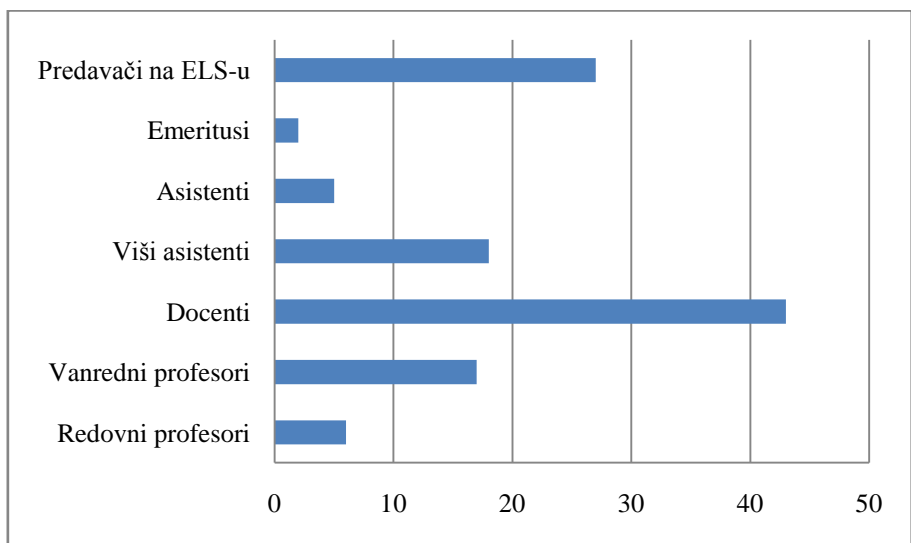


Figure 3: Current structure of academic staff

<b>FACULTY OF ARTS AND SOCIAL SCIENCES</b>						
		<b>SPS &amp; PSY</b>	<b>CULT</b>	<b>VACD</b>		
<b>IUS Employees (full-time)</b>	<b>Emeritus Professors</b>	-	-	-	<b>Total</b>	<b>0</b>
	<b>Full Professors</b>	-	-	-	<b>Total</b>	<b>18</b>
	<b>Assoc. Professors</b>	3	-	2		
	<b>Assist. Professors</b>	6	3	4		
	<b>Number of Senior Assistants</b>	1	1	1	<b>Total</b>	<b>3</b>
	<b>Number of Assistants</b>	0	0	0	<b>Total</b>	<b>0</b>
	<b>Number of Visiting Professors</b>	-	-	-	<b>Total</b>	<b>0</b>
	<b>Number of Professors with part-time engagement/ Experts from practice</b>	3	3	-	<b>Total</b>	<b>6</b>
					<b>Total employed academic staff</b>	<b>27</b>

Table 8: FASS academic staff, February 2019

<b>FACULTY OF BUSINESS ADMINISTRATION</b>						
		<b>ML S</b>	<b>IR</b>	<b>ECON</b>		
<b>IUS Employees (full-time)</b>	<b>Emeritus Professors</b>	-	-	-	<b>Total</b>	<b>0</b>
	<b>Full Professors</b>	-	-	-	<b>Total</b>	<b>12</b>
	<b>Assoc. Professors</b>	2	1	1		
	<b>Assist. Professors</b>	2	5	1		
	<b>Number of Senior Assistants</b>	0	4	1	<b>Total</b>	<b>5</b>
	<b>Number of Assistants</b>	-	-	-	<b>Total</b>	<b>0</b>
	<b>Number of Visiting Professors</b>	-	-	-	<b>Total</b>	<b>0</b>
	<b>Number of Professors with part-time engagement/ Experts from practice</b>	-	1	1	<b>Total</b>	<b>2</b>
					<b>Total employed academic staff</b>	<b>19</b>

Table 9: FBA academic staff, February 2019

FACULTY OF ENGINEERING AND NATURAL SCIENCES									
		IE	ME	EE	ARCH	CS	BIO		
IUS Employees (full-time)	Emeritus Professors	-	1	1	-	-	-	Total	2
	Full Professors	1	-	2	-	-	1	Total	31
	Assoc. Professors	1	1	1	2	1	2		
	Assist. Professors	2	1	2	8	3	2		
	Number of Senior Assistants	-	1	2	1	1	2	Total	7
	Number of Assistants	1	1	2	1	-	-	Total	5
	Number of Visiting Professors	-	-	-	-	-	-	Total	
	Number of Professors with part-time engagement/ Experts from practice	-	-	-	2	-	-	Total	2
								Total employed academic staff	47

Table 10: FENS academic staff, February 2019

Faculty of Law					
		LAW			
IUS Employees (full-time)	Emeritus Professors	-		Total	0
	Full Professors	1		Total	3
	Assoc. Professors	-			
	Assist. Professors	2			
	Number of Senior Assistants	2		Total	2
	Number of Assistants	-		Total	0
	Number of Visiting Professors	-		Total	0
	Number of Professors with part-time engagement/ Experts from practice	4		Total	4
				Total employed academic staff	9

Table 11: FLW academic staff, February 2019

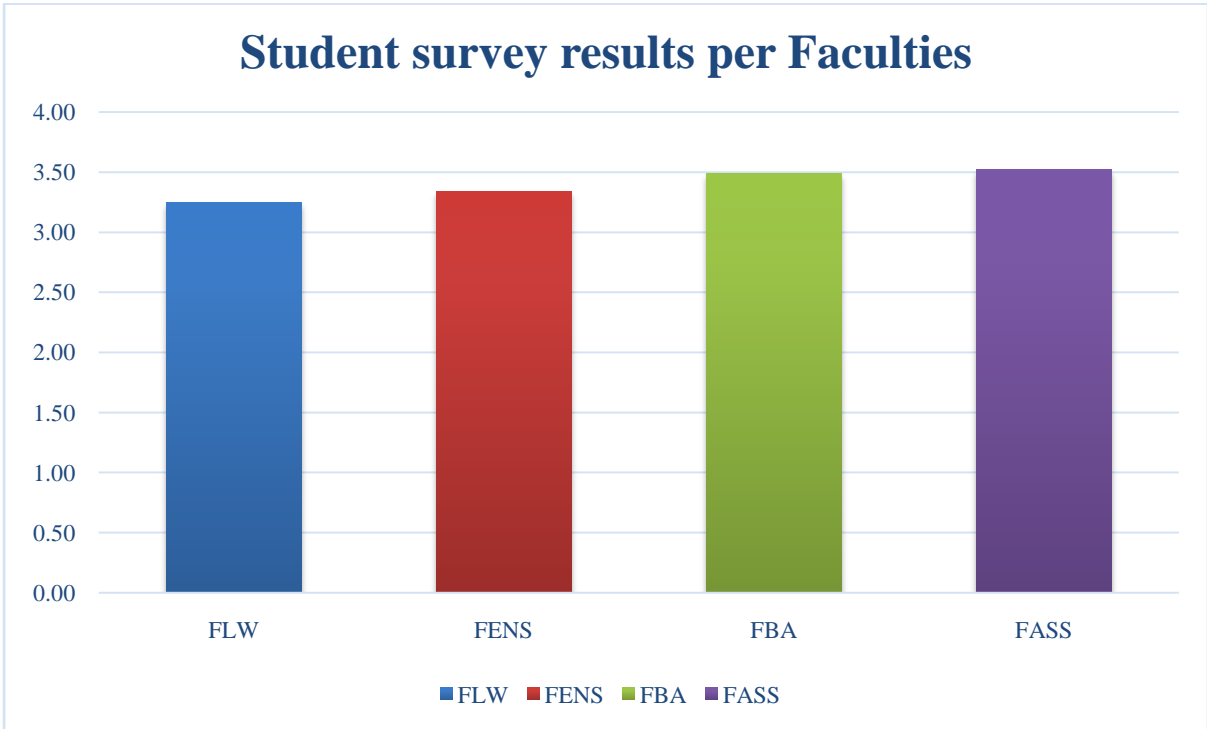


Figure 4: Student survey results for Faculties at IUS (Spring 2018)

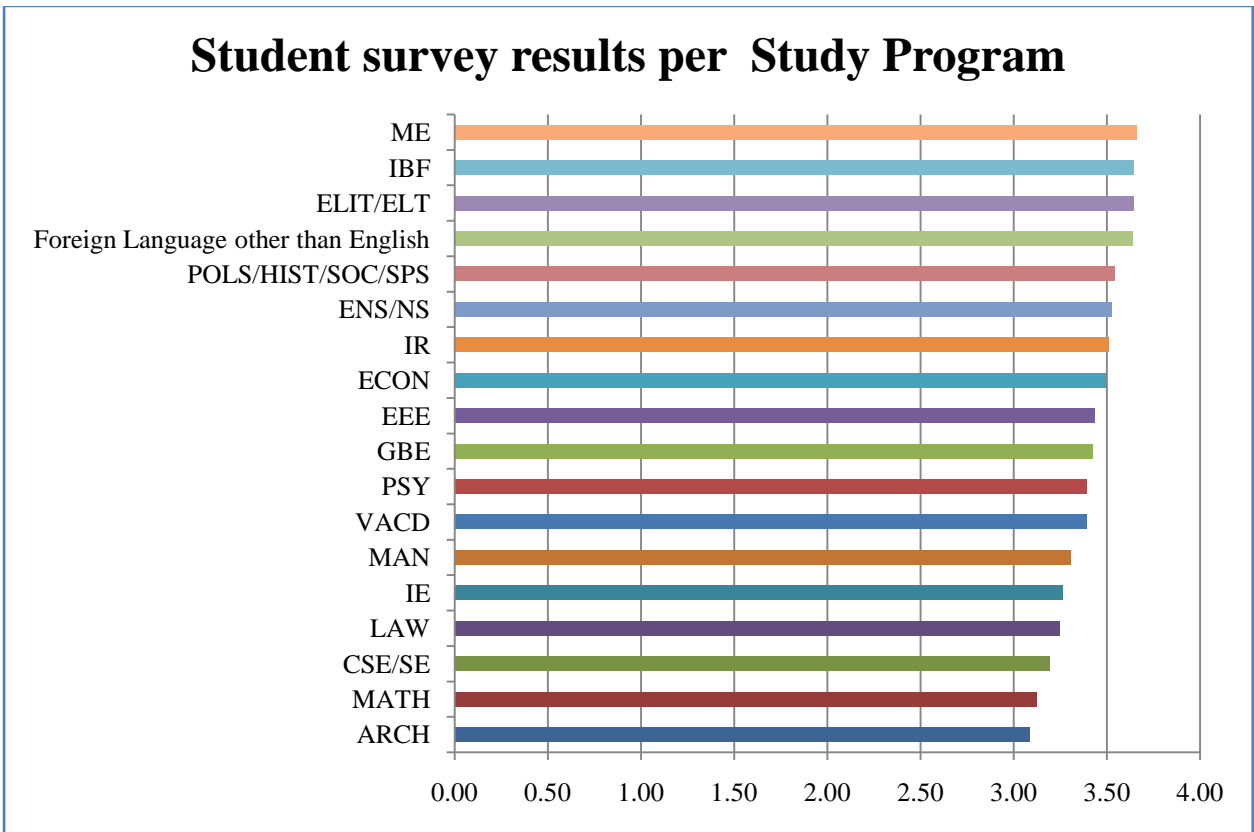



Figure 5: Student survey results for study programs (Spring 2018)

### 7.3 Examples of questionnaires used by QA



## COURSE AND LECTURER EVALUATION FORM

<b>Course Code</b>	0 1 2 3 4 5 6 7 8 9	<b>Assistant Code</b>	0 1 2 3 4 5 6 7 8 9	<b>Assistant Code 2</b>	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
	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		0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9

<b>A: I agree totally.</b> <b>B: I agree mostly.</b>	<b>C: I agree partially.</b>	<b>D: I disagree mostly.</b> <b>E: I disagree totally.</b>
---	------------------------------	---

**Evaluate the Lecturer**

1	A course syllabus was available (to explain objectives, learning outcomes and assessment).	A B C D E
2	The lecturer followed the course outline as shown in the course syllabus.	A B C D E
3	The lecturer came to class on time and attended the class hours fully.	A B C D E
4	The lecturer presented the material in ways that assisted my learning.	A B C D E
5	The lecturer speaks English clearly and understandably.	A B C D E
6	The lecturer demonstrated very good knowledge of the subject area.	A B C D E
7	The lecturer encouraged participation and questions in class.	A B C D E
8	The lecturer uses the board and visual aids effectively.	A B C D E
9	The lecturer's conduct (speaking habits, voice, clarity) was appropriate.	A B C D E
10	The atmosphere in the classroom was friendly and motivating.	A B C D E
11	The lecturer was available to give help outside the class.	A B C D E
12	The homework/projects/assignments were helpful.	A B C D E
13	The lecturer provided timely and constructive feedback on assessment tasks.	A B C D E
14	All assessment (exams/quizzes/projects ...) was fair and transparent.	A B C D E
15	The lecturer followed student attendance regularly.	A B C D E
16	Overall, the lecturer was highly effective in facilitating my learning.	A B C D E

**Evaluate the Course Design**

1	The learning outcomes and the assessment requirements for this course were clearly set out.	A B C D E
2	The course was well organized and coordinated to help me learn effectively.	A B C D E
3	The assessment tasks were appropriate to the learning objectives of this course.	A B C D E
4	The course was worth the time and effort I spent.	A B C D E
5	The materials used (textbook, notes, handouts, videos, maps etc.) were useful.	A B C D E
6	Tutorials/Discussions/Labs enhanced my understanding of the subject.	A B C D E

**Evaluate the Assistant (do this part if there was an assistant for this course)**

Assistant Evaluation	Asst.1 : .....	Asst.2 : .....
The assistant was helpful and fully aware of her/his responsibility.	A B C D E	A B C D E
The assistant's knowledge of the subject and preparation for the sessions were adequate.	A B C D E	A B C D E
The assistant speaks English clearly and understandably.	A B C D E	A B C D E
The assistant came to class on time and attended the class hours fully.	A B C D E	A B C D E
The assistant was available to give help outside the class.	A B C D E	A B C D E
Overall, the assistant was highly effective in facilitating my learning.	A B C D E	A B C D E

ISO:F100  
cx/iis/12b

Figure 6: Form used for student evaluation

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:

	5	4	3	2	1	N/A
<b>Student Affairs Office</b>						
I was able to easily get answers to my questions.						
My issues are resolved on the first attempt.						
Staff is kind and polite.						
<b>International Relations Office</b>	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.						
<b>Social and Cultural Activities, Health (Visa Office)</b>	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.						
<b>Career Center</b>	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.						
<b>Finance Office</b>	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.						
<b>Library</b>	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.						
<b>Campus infrastructure, facilities and equipment</b>	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 7: Form used for student evaluation of IUS infrastructure and administrative services

## 7.4 *Eaquals certificate of English Language School*



### **Certificate of Accreditation**

**This is to certify that**

**International University of Sarajevo  
English Language School**

is accredited by Eaquals

and has become an Accredited Member of the Association, having demonstrated its full compliance with all the Eaquals Quality Standards.

The Eaquals inspection was carried out in November 2017 and accreditation and membership is valid until

**31 December 2021.**

Justin Quinn  
Chair

Ludka Kotarska  
Director of Accreditation & Consultancy Services

[www.eaquals.org](http://www.eaquals.org)

## 7.5 IRO questionnaire for exchange students



INTERNATIONAL UNIVERSITY OF SARAJEVO  
INTERNACIONALNI UNIVERZITET U SARAJEVU



F102

### Evaluation Form for Incoming Exchange Students

#### 1. General information

Name, Surname, Student ID No: \_\_\_\_\_

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

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 😊

## 7.6 Letter from National Erasmus+ Office in Bosnia and Herzegovina about cooperation with IUS



With the support of the  
Erasmus+ Programme  
of the European Union

National Erasmus+ Office in Bosnia and Herzegovina  
Zmaja od Bosne 47, 71 000 Sarajevo  
Bosnia and Herzegovina  
Phone: +387 33 570 260 / Fax: +387 33 570 261

Sarajevo, 14. February, 2019

To: Ms. Zühal Güvener, MA Manager International Relations Office International University of Sarajevo 71210 Ilidža - Sarajevo, BiH	From: Dejan Rosic, MA Project Officer International Relations Office NEO BiH Zmaja od Bosne 47 71000 Sarajevo, BiH
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### Cooperation with the International University of Sarajevo

National Erasmus+ Office in Bosnia and Herzegovina (NEO BiH) has excellent cooperation with the International University of Sarajevo (IUS), especially with the International Relations Office (IRO).

The cooperation is mostly related to Erasmus+ programme Key Action 1, International Credit Mobility (ICM). IUS is one of the most active universities in the ICM from Bosnia and Herzegovina. During monitoring visit of the ICM projects implemented at IUS on September 12<sup>th</sup>, 2018, we met Ms. Zuhail Güvener (International Relations Manager), Ms. Velida Handzic-Mirica (Institutional Coordinator for Mobility), as well as 4 academic staff and 2 students.

Most of these ICM projects are the result of previous successful cooperation among HEIs, professors and students. In some cases the IUS contacted HEIs from Program Countries directly in order to develop an ICM project.

According to the feedback received, IUS has clear rules related to selection of candidates for the mobility which is in line with the recommendations of the European Commission. We were informed that open calls for participants are published on the web page of the IUS at the following link: <https://iro.ius.edu.ba/>. In addition, opportunities are promoted via Facebook page, promotional materials at the university (banners, flyers, and posters) and mailing list is regularly implemented in order to reach potential applicants.

The selection criteria are defined jointly by the IUS and programme countries HEIs. Students are selected by IUS or jointly by sending and receiving institutions. We were informed that the selection committee has been established at IUS. During monitoring visit, we had opportunity to see Inter-Institutional Agreements, Learning Agreements, Mobility Agreements and other documents related to the Erasmus+ mobility of individuals.

According to the feedback received from academic staff and students, adequate administrative support was provided to them and financial funds transferred on time in line with the agreement. In general, no difficulties were reported with regards to the implementation of Erasmus+ mobilities for students and staff, and participants had an opportunity to give their feedback (e.g. to fill in an evaluation form, or to share their experiences during info sessions).

The IUS provides all academic courses in English, and incoming students can access the list at the official page of the university (<https://www.ius.edu.ba/academic-units>).

We were informed that the support related to visa, insurance and accommodation is provided by the IUS to incoming students. However, it was reported that a visa process for non-EU citizens is complicated and time-consuming.

According to the feedback received, most HEIs from Program countries do not show interest in sharing organizational support funds with the IUS, with the exceptions of HEIs from Poland, Ireland and some HEIs from Turkey. This can limit the ability of the IUS to provide adequate organizational support for students and staff.

In last year, we had several meetings with IUS representatives related to other Erasmus+ activities like Capacity Building in Higher Education Projects (CBHE) and Jean Monnet. We have expectations that IUS will be more active related to mentioned Erasmus+ activities in the coming period.

Yours sincerely,  
Dejan Rosic

## 7.7 Activities at IUS in 2015-2019. in pictures



7.8 Organisational scheme of IUS-a

