



Strengthening of Internationalization in B&H Higher Education
561874-EPP-1-2015-1-BE-EPPKA2-CBHE-SP

Questions for universities

**Test of criteria from the Guide for quality
assessment of internationalization**

Self-evaluation of all public universities

Project number: 561874-EPP-1-2015-1-BE-EPPKA2-CBHE-SP

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Introduction

Since the project partners in the STINT project have developed a Guide for assessing the quality of internationalization in relation to the criteria for accreditation of higher education institutions in Bosnia and Herzegovina and the criteria for accreditation of study programs of the first and second cycle of studies, it has been decided to test it in order to assess its practical usability.

In this regard, each university has selected 2 criteria and in accordance with the Guide developed a self-evaluation report by observing a guide for each criterion, in particular, and questions for the selected criterion. In this way, for each criterion, internationalization is emphasized in order to stimulate universities to fulfill the conditions of accreditation for better development and improvement of internationalization.

All public universities selected arbitrarily two criteria and described the university situation as requested, so this brochure represents an overview of the university's efforts to respond to internationalization more than what is required by the set criteria for accreditation. This way of making university self-evaluation reports in the future can contribute to a more effective contribution and fulfillment of the strategic goals of higher education in Bosnia and Herzegovina in general, as well as the fulfillment of the strategic goals of the entities and cantons of higher education in which universities or higher education institutions function.

University of Banja Luka

Criterion 1 – Policy for quality assurance

1. Internationalization of the University of Banja Luka is in line with the policies or strategies of the Republic of Srpska and the overall strategy of the University.

2. The quality assurance policies at the University of Banja Luka with a focus on internationalization is part of the overall quality assurance policy at the University of Banja Luka, in accordance with the basic principles defined in the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The basis for the conceptual establishment of quality assurance policies in the field of internationalization was set in accordance with the first standard for internal quality assurance, standard 1.1. Policy for Quality Assurance, Standards and Guidelines for Quality Assurance in the European Higher Education Area.

3. The University of Banja Luka has adopted the strategy of international cooperation/internationalization. On the basis of Article 33 paragraph (12) of the Statute of the University of Banja Luka, the Senate of the University of Banja Luka at the 19th session held on 25 January 2018 adopted the Strategy of Internationalization of the University of Banja Luka.

4. The internationalization policy of the University of Banja Luka is based on the strategic guidelines defined in the Development Strategy of the University of Banja Luka. Development Strategy of the University of Banja Luka for the period 2017-2025 was adopted in June 2017. It provides an overview of the situation at the University of Banja Luka in the field of international cooperation. Furthermore, as the third strategic goal of the University, it is defined that "the University achieves dynamic international cooperation". To this goal is dedicated one complete chapter in the Strategy. Within this goal, are emphasized as specific sub-goals:

- Higher mobility of teachers, associates and students
- Promotion of the University internationally
- Strengthening institutional capacities and introducing policies to support international cooperation

For each of the above, the current state, possible improvements and directions of action are indicated.

5. The vision and mission have been developed and revised in consultation with relevant stakeholders. In adopting the Strategy of Internationalization of the University of Banja Luka, in addition to the basic principles, vision and mission defined in the Development Strategy of the University of Banja Luka for the period 2017-2025 are incorporated the basic strategic guidelines that are given in the documents:

- Development Strategy of Education of the Republic of Srpska for the period 2016-2021
- Strategy of Scientific and Technological Development of the Republic of Srpska 2017-2021 - "Knowledge for Development"

6. The vision and mission of the University for coming strategic period are publicly available. The following strategic documents with vision and mission of the University are publicly available on the University's Web site, as follows:

- Development Strategy of the University of Banja Luka for the period 2017-2025
- http://unibl.org/uploads/files/strane/zakoni_i_interni_propisi/Strategija_UNIBL_2017-2025.pdf,
- Strategy of Internationalization of the University of Banja Luka
- <http://www.unibl.org/sr/saradnja/strategija-internacionalizacije>

7. There are clearly prominent internationalization activities where the University has the greatest focus. In the Strategy of Internationalization of the University of Banja Luka, the strategic goals of the internationalization of the University are defined through four basic strategic goals:

- Internationalization policies,
- internationalization of science,
- internationalization of teaching,
- internationalization of the support systems.

For the purpose of successful realization of the set goals, comprehensive and detailed measures and activities have been defined. These include focuses that are appropriate for further specification of the policy of internationalization of the University, monitoring the level of their fulfillment and continuous improvement in the system of internal quality assurance of the University. Among them are particularly important:

- Bringing and/or amending legislation relevant to the internationalization of the University in all segments.
- Increased funding for activities of international cooperation by organizing an internationalization fund (scientific research and international cooperation) at the level of the University, its Members, the RS Ministry of Education and Culture, the RS Ministry of Science and Technology, the City of Banja Luka, from European and other available funding programmes.
- Accreditation of more existing study programmes in Serbian and in English.
- Membership of the University and its Members in leading international networks of higher education and use of the opportunities and advantages provided by such networks, as well as a more active part in international higher education networks where the University and its Members are already registered.
- Increased implementation of activities from signed cooperation agreements and enter into new cooperation agreements through strategic partnerships with distinguished universities and institutes abroad, and increased active participation of University employees in the implementation of these activities.
- Implementation of a modern evaluation system for scientific-research work and teaching, following internationally recognized standards when electing staff into scientific, academic and scientific-academic titles.
- Additional motivation to professors to give their lectures in English by reducing their class workload in return.
- Establishment of internationally recognisable institutes (Confucius Institute, Goethe Institute etc.) to provide opportunities for learning foreign languages and getting to know foreign cultures, as well as to expand the possibilities for international cooperation with scientific research institutions all over the world.
- Development and implementation of the concept of “*internationalization at home*” (*internationalisation@home*) in science, teaching and support systems building on the international experiences of staff. Internationalization at home includes, but is not limited to, joint study programmes and double/multiple majors, windows of mobility/global windows, visits from distinguished international experts, study visits, international conferences, seminars, summer schools at one of the University institutions, international orientation days, foreign language courses for everyone, international training, the “buddy” system, integration of foreign students.

8. The University's strategy refers to the development, implementation and improvement of all forms of international activities (mobility of students and teaching staff, projects, bilateral agreements, joint programs, etc.).

9. The University develops and regularly reviews its strategy, in consultations with all relevant stakeholders. Strategy of Internationalization of the University of Banja Luka

represents the revised version of the previous Strategy - Strategic directions and goals for development of the international cooperation at the University of Banja Luka (2010-2017). In its adoption, all relevant stakeholders were consulted through the drafting of the document. The drafted strategy proposal has undergone initial analysis at the Rector's Collegium, Extended Collegium and the Senate. Final strategy proposal was sent to the discussion throughout the University, so it was available to student and staff. The Strategy was adopted by the Senate of the University.

10. The University has general acts and procedures that encourage international mobility and the recognition of achieved results abroad. In order to encourage the mobility of students and teachers (in both directions), several rules, guides and similar documents were adopted and publicly accessible at the University, for example:

- Rulebook on measures to increase the visibility and presence of the University of Banja Luka and its organizational units on the Internet
- http://unibl.org/uploads/files/strane/zakoni_i_interni_propisi/2017/Pravilnici/9.Pravilnika_o_povecanju_mjerama%20i%20vidljivosti_na_internetu_.pdf
- Guide for student and staff exchange at the University of Banja Luka
http://unibl.org/uploads/files/strane/saradnja/2018/Vodic_za_razmjenu_studenata_i_osoblja%20Univerziteta_u_Banjoj_Luci.pdf

11. The University has the Rulebook on the International Exchange of Student and Staff that is uniquely applied at all organizational units and is publicly available on the University website. This Rulebook sets out the forms of international mobility of students and staff, the basic principles of international mobility, the rights and responsibilities of the students and staff carrying out the mobility, the application and implementation procedures, the courses recognition procedure, and other matters relevant to conducting international mobility at the University. In the form of annexes, all accompanying documents were adopted defining all forms of supporting documents, and procedures related to the exchange of students and staff of the University.

12. A document entitled The Rulebook on International Student and Staff Exchange is available at: <http://www.unibl.org/sr/universitet/propisi/pravilnici>.

13. The University monitors the degree of fulfillment of the policies and strategy of internationalization based on systematic and transparent documentation of all key activities related to internationalization. At the University, a number of general and special acts have been adopted that regulate the monitoring, analysis, documentation and publication of most of the key activities. In this context, there is a broad basis for analyzing the work of the University in all segments, which is the basis for auditing the responding policies. It collects and exchanges data that can be for widespread use, i.e. provide the basis for structured analyzes of different aspects and segments of the higher education system. These results can contribute to improving quality assurance of policies and processes in the institutional, state and international context. Bearing in mind the scope of documents that directly or indirectly relate to the analysis and revision of the internationalization policies, only a few are listed.

- Work program of the Office for International and Inter-University Cooperation for 2018
<http://unibl.org/uploads/files/strane/saradnja/2018/Program%20rada%20za%202018.%20godinu.pdf>
- Review of the realization of activities in 2017, Office for International and Inter-University Cooperation
<http://unibl.org/uploads/files/strane/saradnja/2018/Pregled%20realizacije%20aktivnosti%20u%202017.%20godini.pdf>
- Archives review activities for the period 2008-2016, Office for International and Inter-University Cooperation
<http://unibl.org/sr/arhiva-pregleda-aktivnosti-za-period-2008-2016-godina>

- Self-evaluation report, academic year 2016/2017, University of Banja Luka.
- Key documents relevant to internal policy assessment for quality assurance of internationalization at the University of Banja Luka
- 1) Development Educational Strategy of the Republic of Srpska for the period 2016-2021,
 - 2) Strategy of Scientific and Technological Development of the Republic of Srpska 2017-2021 - "Knowledge for Development",
 - 3) Development Strategy of the University of Banja Luka for the period 2017-2025,
 - 4) Self-evaluation report, academic year 2016/2017, University of Banja Luka,
 - 5) Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), 2015,
 - 6) Strategy of Internationalization of the University of Banja Luka, 2018
 - 7) Rulebook on measures to increase the visibility and presence of the University of Banja Luka and its organizational units on the Internet, 2015
 - 8) Rulebook on the International Exchange of Student and Staff, 2017
 - 9) Work Program Office for International and Inter-University Cooperation for 2018 Year
 - 10) Review of the realization of activities in 2017, Office for International and Inter-University Cooperation
 - 11) Archives review activities for the period 2008-2016, Office for International and Inter-University Cooperation.

Criterion 7 – Information management

The information system of the University of Banja Luka contains ten modules realized through six interconnected applications:

- FIMES (<https://efakultet.unibl.org>)
- FIS (<https://fimes.unibl.org>)
- Web portal for employees (<https://zaposleni.unibl.org>)
- Web portal for students (<https://student.unibl.org>)
- Web portal of the University (unibl.org)
- Document Management (dms.unibl.org)

Table 1. *Information system modules*

No. of Module	NAME of MODULE
1. Module	ORGANIZATIONAL STRUCTURE AND SPATIAL RESOURCES
2. Module	TEACHING
3. Module	STUDENT SERVICE
4. Module	STAFF
5. Module	SCIENTIFIC - RESEARCH AND ARTISTIC WORK
6. Module	BUSINESS SUBSYSTEM
7. Module	SURVEY AND QUESTIONNAIRES
8. Module	DOCUMENT MANAGEMENT
9. Module	WEB PORTAL
10. Module	INTERNATIONAL COOPERATION

INFORMATION SYSTEM FIMES

FIMES is an information system for personnel records, calculation of earnings and fees, financial operations, bookkeeping and material management, record keeping and project

management, archiving of documents. In order to facilitate the description of the system, as well as the understanding of the functionality that this system provides, the system is divided into modules. The basic package for managing these records and successful support to all segments of the business, consists of the following modules: State classifications, financial and other registers, Organizational structure, Employee records, Record of job titles, Worksheets (attendance lists), Payroll calculation and payment, Records of contractually engaged staff, etc.

FACULTY INFORMATION SYSTEM – FIS

The Faculty Information System (FIS) is the latest information system for monitoring, administering and organizing teaching and teaching processes at the University. Provides support for organizing and conducting classes at basic academic, graduate (master) and doctoral academic studies. It enables the monitoring and recording of a complete student dossier, as well as the planning of tuition fees payment (the possibility of recording a payment on rates). It provides support for organizing exam schedules, conditional examination of exams with the possibility of applying for exams over the Internet. The system includes a student service application, a web portal for students, and a web portal for employees. The FIS contains information about students who are foreign citizens and who are studying at the University.

WEB PORTAL FOR STUDENTS allows students to access the FIS (Faculty Information System). The main purpose of the portal is to transfer to the Internet environment all administrative work that the student otherwise perform through the counter in the Student Service.

The portal combines the functionalities necessary for performing teaching and administrative obligations on basic, master and doctoral studies, and provides necessary information to students, which includes:

- Overview of student exams
- Overview of upcoming exams and deadlines
- Registration and overview of the registered exams
- Registration on the list and checklist (laboratory exercises, colloquiums, excursions)
- Overview of finished commitments
- Overview of enrollment
- Choice of elective subjects
- Profile selection
- Overview of grades, non-passed exams and ECTS points
- Overview of graduate thesis data
- Student Survey on Professors
- Exchange of students
- Overview of parent data and password changes
- Various information for students - for all students, for a group of students or individually

The portal relies on the FIS information system, as a centralized system for recording data on deadlines, exams, grades, etc.

WEB PORTAL FOR EMPLOYEES enables faculty employees' administrative information systems in the faculty. The main purpose of the portal is to transfer to the Internet environment all administrative work that employees otherwise perform in the Accounting, Student Service....

The portal relies on information systems FIMES and FIS, in which data on personnel, finances, students, exchange and teaching are entered.

Module - Scientific-research and artistic work provides the following possibilities:

- 1) Records of published scientific papers of the University staff;
- 2) Records of published books and textbooks of the University staff;
- 3) Information on participants in the preparation of scientific papers (researchers, teaching staff, as well as external participants);
- 4) Records of realized and active projects;
- 5) Information on participants in projects;
- 6) Integration with other subsystems of the information system of the University of Banja Luka (Staff and WEB portal).

Module - International cooperation

This subsystem provides the following support:

- 1) Records the registers on the achievement of international cooperation at all levels of the organizational structure of the University and all forms of international cooperation,
- 2) Record contracts on international cooperation with the subject, structure, institutions, countries and individual, etc.
- 3) Inter-university exchange and mobility of students, teachers and researchers,
- 4) Record data and information on funds and scholarships, offers and initiatives at all levels of international cooperation,
- 5) Recognition of foreign higher education documents, qualifications and period of studies
- 6) Statistics, reports, bulletins and reviews related to international cooperation.

WEB PORTAL

The visual solution is made according to modern devices. It is characterized by the necessary functionality for setting up and editing of content. In addition to the content entered, at the portal are presented information that are automatically withdrawn from other modules of the information system of the University of Banja Luka ISUBL: on staff, teaching assignments, scientific results, publications, and in the subsequent period on scholarships, cooperation agreements, catalog of courses/study programs, etc.

SUBSYSTEM FOR MANAGING DOCUMENTS

Document Management System (DMS) has the ability to monitor, automated control, archive and efficiently access electronic documents, scanned copies of documents.

The **Module - International cooperation** was completed in October 2018. Academic year 2018/19 will be dedicated to training of all authorized persons, then entering data and testing of all applications. In the following academic years an evaluation of internationalization will be carried out, and the results will be used for improvement.

University of Mostar

Criterion 8 – Presentation of information to the public

8.1. Higher education institution regularly publishes dispassionate, objective and publicly verifiable information about all programmes and occupations it offers, minimally on the web page and in one of languages of Bosnia and Herzegovina and in English.

The University web page (www.sum.ba) contains information related to the activities of the Rector's Office and University in general as well as for its members. From 2017/2018 academic year, university has new domain name (SUM.ba) and design of official web pages has been heavily changed. After establishment of University's Center for Information Technologies (SUMIT) at the beginning of 2018., a completely new design of web page is preparing, being completely product of SUMIT.

All the information related to studies conducted by the University constituent units for the enrolled students (curricula, teachers, schedule of classes, schedule of exams, exam results, consultations, syllabi...) as well as for the exams, competences and learning outcomes) are available on the University Center for Information Technologies (SUMIT) takes care of the web page content, while maintenance of the Faculties web page is under their jurisdiction. Every Faculty has at least one employee in charge of web page maintenance and daily updating of information.

Since 2004 the University has been publishing Information package in printed and digital form in English and Croatian language, which contains data necessary for the foreign students such as data about Mostar – center of the University of Mostar, data about the most important institutions in the town and region, sport and social activities, data about campus, University studies and documents related to the student mobility (Learning Agreement, Transcripts, etc.). This information is available on http://www.sum.ba/sites/default/files/Studentski_Vodic_2018-19.pdf Within STINT project improved Guide for Foreign Student, in English language has been prepared and published at official web page of University as well as Faculties.

8.2. Higher education institution provides information about scientific research work and information about the work of its academic staff (publication, projects, conferences)

Based on recommendation from the last Accreditation Report (2014) that states that SUM should introduce the practice of regularly collecting information about publications of academic staff, focusing especially on relevance of a magazine or conference where they are published or present, SUM suggested forming a publication repository as a part of University Information System (ISS). Repository should have clearly defined indicators and methods of collecting information. This module is incorporated within our ISS at the beginning of 2018. The procedures will be further prescribed after additional integrative activities, which are a prerequisite for systematic and uniform monitoring of the data at university level. Some university components also have their own register of papers, whose data can be consolidated even at university level.

In February 2018., within single module repository of projects was also created <https://projekti.sum.ba/> It is designed by our Center for Information Technologies and it provides data on all projects (classified by different indicators) that University of Mostar or one of its faculties participate in.

During last 5 years, SUM and its constitutes participated in ccc 75 research and scientific and more than 247 other (expert) projects. The majority of projects were headed by faculties of technical sciences, along with Faculty of Medicine and Faculty of Educational and Natural Sciences. Every Faculty organized at least 1 or 2 conference yearly within its research area (PR Mostariensis (Faculty of Humanities), 40 years for the Future – scientific conference organized by Faculty of Civil Engineering, Actualities of civil and trade law and practice – conference organized yearly by Faculty of Law). Along with conferences, many faculties publish its own journals and collective papers yearly where academic staff publish its research papers. In order to enhance quality of these publications and to boost their relevance, a lot is done to include them in relevant research on-line data base. Additionally, from 2017/2018 our own data base of all relevant publication is being prepared.

8.3. Higher education institution provides systematic communication with external interested parties

The University of Mostar systematically approaches to informing public about the events at the University. Public Relations Office, which is a part of the University of Mostar Rectorate (R e c t o r ' s O f f i c e) , i s a u t h o r i z e d f o r m a t i o n c o m m u n i c a t i o n significant for the University of Mostar activities are regularly published through media, press conferences, releases, public discussions, round tables, etc. Task of the Public Relations Office is regular collecting of information published about the University in different media and informing the University structures about the most information published in the media. Rector of the University of Mostar regularly informs public about the state at the University in occasion of celebrating the Day of the University.

U n i v e r s i t y s t i l l d o e s n ' t h a v e C o m m u n i c a t i o n o f 2016 (that was one of the recommendations from our Accreditation report). It has been planned that responsibility for defining this strategy is in the hands of Public Relation Office and Senate (the first one to propose a draft – second one to adopt). After SUM got new management in October 2017., a lot has been done related to communication and public relation. PR Office got few new employees. Decision by Senate (24.1.2018.) has been made t h a t e v e r y f a c u l t y s h o u l d h a v e o n e p e r s o n a p p o i n t e d f o r c o m m u n i c a t i o n . Meeting, the Information Access Guide at University of Mostar was adopted (26.9.2018.) in order to provide correct information to natural and legal person information seekers. Additionally, within new general SUM Strategy (2018-2023), in Chapter – Strategic Goal 8. – Organization and Resource – great attention was given to public relation and communication. In order to create unique University identity several actions are set: to enhance web pages of all the constitutes of University including making English version of all of them, to harmonize all available information, and to prepare and adopt Public Communication Plan. Enhancement of mechanisms for objective and correct public informing is also set as one of the action within this action goal. It presumes adoption of Public Communication Policy – that will define target groups and forms of communicating to them, as well as action of Public relation offices.

Criterion 10 – Mobility of staff and students

10.1. Mobility of academic staff and student is promoted and enhanced through joint project's applications and participation with other higher education institutions within the country and abroad

University of Mostar implements different activities in establishing international relations, whose main goal is the internationalization of the University and involvement into European area of higher education and research. B e s i d e s b e i n g a m e m b e r o f

BiH, the University of Mostar is a member of Danube Rectors' Conference. It is also a member of many agreements on cooperation with foreign higher education institutions from Croatia, Slovenia, Spain, Austria, Italy, Slovakia, Russia, France and others, has been signed. In the cooperation with those institutions the University of Mostar has been conducting different activities, exchange of teaching staff and students, organization and realization of joint study programs from the organization to holding international conferences and symposia. With partners from EU (Austria, Slovakia, Poland, Croatia) SUM had organized Joint PhD program in management, that started this fall.

Mobility and participation in projects, as well as overall internationalization of university is additionally emphasized in new SUM General Strategy (strategic goal 5. – International and inter-university cooperation). Besides goal 5. dedicated solely to internationalization, certain aspects of recognition and mobility are stipulated in other strategic goals, primarily goals about education and science and research work (action 6. Within RSW – to encourage scientific mobility activity of students; to define system of recognition and evaluation of formal and informal education – action 4. within Education).

10.2. Mechanisms for realizing bilateral and multilateral exchange of students with foreign higher education institutions through different programs and students exchange networks, with time, grades and ECTS recognition gained during exchange

When it comes to mobility, following the last Accreditation Report's recommendations, University of Mostar has adopted Rulebook on international mobility (http://www.sum.ba/sites/default/files/pravilnik_mobilnost.pdf), by which comprehensive and stable framework for process of mobility enchantment is ensured. Beside stipulating a new role of university ECTS coordinator and ECTS coordination, process of recognition of awarded ECTS credits, during mobility is completely regulated. Before realizing any mobility, student is obliged, in cooperation with ECTS coordinator, choose wanted subjects, and structure its learning agreement in a way that will suit his/her best interest. After signing learning agreement, recognition of all achievements during mobility is guaranteed.

Even though, the mobility is easiest to realize within ERASMUS network, University of Mostar has signed several agreements during last year in order to increase mobility option for students. Beside well established cooperation with Turkish higher education institutions, as well possibilities to study in Japan, another important partner from this academic year is Russia. In order to enhance our cooperation, and boost our science, research and educational relation – special Russian Office is opened at Faculty of Humanities. Along with our strategic goals, within area s of research and internationalization, University of Mostar is opened to all foreign lectures and professors. Usually when the bilateral agreement on cooperation with some education institution is being signed in Mostar, someone from academic staff from partner institution usually gives a lecture to students and other. On the other side, SUM academic staff is encouraged to go abroad, and work within international environment in order to realize at least two forms of outcomes: learn to work in international environment (different language, different culture) and to share and learn good practice.

10.3. The higher education institution empowers the capacities of international cooperation services and the two-way mobility of academic staff and students. This service monitors and evaluates mobility, and submits to the Senate the Annual Report on Mobility of Academic Staff and Students with Proposed Measures for Promotion

Office for International Relations (IRO) of University of Mostar is in charge of handling of all information relevant to mobility as well as to whole process of internationalization. They work in close cooperation with faculties coordinators for internationalization and ECTS credits. According to our strategic goal, work of IRO is strengthen by new employee, different structure (being directly under supervision of vice-rector for Internationalization)

and new online platform for track mobility and other relevant data. Based on our internal regulation, IRO is obliged to submit a report and on demand sometimes even more often. Annual report of IRO, like ones of other offices is presented to Senate.

From the beginning of this year, and adoption of Rulebook on international mobility, work of IRO is more coherent and systematized. Clear criteria as well as procedure for selection process within mobility are prescribed, leaving little space for eventual complaints. When it comes to students with disabilities or some other special needs, IRO works in close cooperation with University Office for students with disabilities as well as with Students Union.

University of Bihac

Criterion 1 – Policy for quality assurance

1.1 HEI defines its vision and mission for guidance own activities. Vision and mission are made and revised within consultations with relevant parties and are publicly available.

The adopted document “Development 2017-2022 strategy” contains an established mission and vision, strategic objectives and plans for their realization.

The definition of the mission of the University of Bihac:

The mission of the University of Bihac is to continuously transmit and developed internationally recognizable quality of scientific, artistic and professional researches and higher education at three levels of the Bologna cycle, as well as the scientific research and lifelong learning, in order to keep its leading position of higher education institutions in and outside USC, through the generation, transfer and application of knowledge from various science groups. The definition of the vision of the University of Bihac: Research, scholarship, creative and critical work are the central values of the University of Bihac. The vision of the University of Bihac is to conduct referential scientific, artistic and professional studies, in the framework of integral European Area of Higher Education and Research. On this basis, together with other international intellectual achievements, the University should provide superior education and develop basic scientific research in natural sciences, technical sciences, healthcare sciences, biotechnical sciences, and social and humanistic sciences, which would enable the University to become the main generator of development in all areas of life and work, industry, education, healthcare, culture and sport in USC.

1.2 HEI has effective system and procedures for implementation and monitoring and further development of Strategy and Action plans.

Responsible offices, units and employees create separate reports about realized activities from the action plan for the purposes of the unified report to be submitted to QA office for analysis by the QA board and final adoption by Senate and Steering board (UNBI development strategy 2017-2022). IRO Office together with Project Teams at Faculties prepares an Annual Report on the implementation of the Internationalization Strategy. The Report is referred to the QA Committee and to the Senate and Steering board for consideration and adoption. Upon adoption, the Report is published on the UNBI website (Internationalisation strategy 2018-2023).

1.3. HEI has a formally defined and publicly available policy and procedures for internal quality assurance including clear responsibilities. These procedures are aligned with the Strategy of HEI

At its 25th session held on September 29, 2020 the Quality policy, which was proposed by the Committee for Quality Assurance. This policy has been formally adopted and available through the University website.²³ This policy determines that the University of Bihać should be in the European Higher Education Area, while the responsibility for Quality Assurance remains at the individual level, and along with the definition of primary operating areas, the established system is used to support the quality and implementation of strategic development plans of the University. This policy outlines values that should be promoted through the work of the University as well as each individual. Internal quality assurance procedures are defined by formally

adopted regulations. At the University of Regulations on the methodology of reporting and the Methodology of self-evaluation. These documents clearly define the procedures and appropriate forms which shall be used. They have been prepared by the Committee and adopted by the Senate of the University. There are other internal quality assurance procedures which have been formally defined. Ordinance on the Quality Assurance defines clear objectives for the establishment of quality assurance system, stakeholders, the organization of the system and its authorities, operation mode, responsibilities and relationships between all stakeholders of the University. This, as well as the other acts of the University, is publicly available through the University website. The current Quality policy and procedures for internal quality assurance at the University of Bihać ~~modern framework~~ of the operation of quality assurance systems and are fully in line with the European practice and the B&H legislation governing this area.

1.4. Internal Quality Assurance uses opinion of internal and external stakeholders, as well as data from information and follow up/evaluation systems

The University of Bihać has adopted and public policy defines the interest groups, means of communication, internal and external communication, mechanisms of communication, communicational channels, And employees in charge of communication activities. Communication strategy is under development. Communication activities are clearly defined and organized, in consideration to all stakeholders. The University regularly analyses all the relevant information published in local cantonal and municipal) and most frequent media in Bosnia and Herzegovina. The information system of the financial services has a module containing all the information on staff, relevant for these activities of the University (including the employment according to a number of subjects, sex and age structure, titles, etc). Although there is no automatic system, there are forms for acquisition and classification of data on published works, awards of teaching/scientific titles, all of which are available for Quality Assurance System of the University. The University *hasfan* Bihać *integrated information system*; additionally it has a unique system for monitoring and analysis of pass rates of students for each subject and all of the above mentioned parameters. Currently, these analyses are conducted as mentioned previously, using electronic data acquisition, thus it is possible to reach accurate indicators related to students.

Information system is a communication platform linking all stakeholders, and enables us, among other activities, to:

- Use surveys to evaluate student satisfaction with teaching process
- Publishing of teaching notes, supplements and other course material in electronic rather than printed form
- Publishing of course schedules, exam schedules and results
- Perform self-evaluation by academic and administrative staff

1.5. Internal Quality Assurance system is oriented towards permanent improvement of HEI i provides support to teaching, research/art development improvement, as well as to society development and management and administrative processes.

The University of Bihać has a completely established system. The quality Assurance system is regulated by law, the Statute and the internal regulations of the University. In the first place, it is essential to emphasize the Ordinance on Quality Assurance¹⁰ which defines bodies of the Quality Assurance System, as well as the responsibilities and roles of individuals in the entire system. The existing quality assurance system covers all university activities and focuses on the educational process, scientific research, management and administration of this system are the self-evaluations, both of staff and organizational and related units

(subjects, academic programs, departments, sections, institutes). In addition to self-evaluation, the internal quality assurance system has been established through the performance of internal evaluation by the appropriate quality assurance authorities. Moreover, there is a process of peer-evaluation of teaching staff and other internal quality assurance mechanisms. Additionally, the internal quality assurance processes involve external users, alumni, government, NGOs, and representatives of the labor market. Constant analyses of current indicators at various levels are being conducted, according to which the University adjusts its activities.

1.6. HEI has the Internationalization Strategy in compliance with Development Strategy with a clear overview of the international cooperation activities such as international projects, interinstitutional agreements and joint programs.

The Strategy for Internationalization of UNBI 2018-2023 was adopted on November 1, 2018 by the Senate. It includes all the major aspects that are carefully planned and discussed to be essential for the development of this segment with a realistic time schedule for its implementation. It comprises 6 strategic goals:

- 1) Strengthening awareness of the importance of internationalization and internal promotion of internationalization
- 2) Strengthening the institutional capacity of internationalization at UNBI
- 3) Promotion and increased visibility of the University
- 4) The innovation of existing ones and the establishment of new teaching and research curricula
- 5) Promotion and increase of outgoing and incoming mobility
- 6) Increase the number of foreign students at UNBI

24 operational goals and 39 indicators with an Action plan included.

Criterion 5 – Teaching staff

5.1 HEI employs sufficient number of teaching staff.

The University of Bihać employs sufficient number of qualified teaching staff in order to achieve educational objectives. Each organizational unit employs a certain number of fulltime teaching staff. This ensures the quality and continuity of learning process, while the continuity of academic advancement and development of its staff is ensured by the employment of an adequate number of teaching assistants. There are 233 employees at the University of Bihać. The organizational unit is engaged through the organizational unit, not the study program. Nevertheless, it is possible to accurately calculate needs for the teaching staff at each study program. Organizational units are divided into departments, further divided into study programs administrated by heads of study programs. They have the role of coordinators, and some other roles, depending on the organization and allocation of responsibilities. Every teacher is involved in the implementation of at least one study program, but the calculation of a full-time working hours equivalent and the legally allowed maximum load of teaching staff gives the minimum number of necessary staff. Each program of study, therefore, has a required number of fulltime teaching-staff employed, necessary to ensure the efficient implementation of the teaching process.

Internal Quality Assurance system is oriented towards permanent improvement of HEI i provides support to teaching, research/art development improvement, as well as to society development and management and administrative processes. In addition to full-time employees, there are a certain number of part-time employees at the University of Bihać (Faculty of Health Sciences) which is a specificity of Educational institutions related to medical and health sciences. This specific case has to be regarded from a different

perspective, and thus this type of staff has to be treated as full-time employees, since they perform all the activities as the full-time employees. The teaching staff is assigned on the basis of their competence and scientific and educational titles awarded. Recruiting a sufficient number of undergraduate and graduate assistants provides the continuity of academic advancement and development of the

The Federal Employment Office, with the co-financing of the Government of Una Sana Canton, provided funds for the employment of 8 young assistant for a period of one year for academic year 2017/18. The new Contract we have signed with the Federal Employment Office foresees the extension of the project for the next academic year.

5.2. HEI prepares an employment plan and career development plan in alliance with a regular analysis.

The Rulebook on Academic Personnel Planning was adopted as a draft at the IV regular Session of the Quality Assurance Committee at 29 October 2018, and is on the agenda of 30 regular Senate sessions scheduled for 29 November 2018.

The Rulebook on Career development plan is in the draft form prepared for consideration and adoption for the regular session of the Quality Assurance Committee scheduled for December 2018.

5.3. HEI applies lawful and transparent procedures for selection and promotion of the teaching staff, they are publicly available and harmonized with applicable legislation. Composition of the selection committee is competent in the given scientific area (fields and branches) for which the applicant seeks appointment.

Procedures for appointment of academic staff are determined by the Framework Law on Higher Education in B&H and other regulations and appointment is conducted under the fulfillment of these criteria. The procedure is public, launched by the public competition, and conducted by the competent committee, which submits the report on candidates and makes the recommendations. The final decision is made by the Senate of the University on the proposal of the teaching councils of organizational units.

5.4. A higher education institution continuously develops the policy of academic staff improvement, enabling them the professional and scientific development.

The University of Bihac has adopted Ordinance on education and professional improvement of employees, which regulates the area of academic staff improvement and development. Previously, relevant legislation regulated this area, defining the possibilities of professional development of employees and grant funds available for these purposes. The current Ordinance provides funding for the professional and scientific development of academic employees. Moreover, it defines that the Senate of the University, on the instruction of the Rector, establishes an annual Plan of education and professional improvement of employees, which contains a form of its implementation, time and place of the implementation, as well as the financial resources necessary to implement the education and professional improvement of employees, and the pace by which those resources are acquired. Education and professional improvement involve: scientific education (graduate/Master's degree, doctoral dissertations, master and doctoral studies); specializations and study trips abroad; qualification during working hours through specialized courses in areas important to the University or a specific organizational unit of the University; participation in scientific and professional internal and international gatherings (such as conferences, symposia, seminars, etc.); publication of scientific papers and articles in reference journals, co-financing in publication of monographs, scripts and university books; and additional education and training.

The University has provided prerequisites for the financing of participation in scientific gatherings in a way that: for its employees the University annually finances two scientific or

professional gatherings within the country (such as conferences, symposia, seminars, etc.), or registration fees for two articles in reference journals. An employee may participate in more than two scientific conferences and publish papers in more than two reference journals, in relation to the limitation in paragraph 1 of this article. The funding described in the paragraph 2 of this article should be conducted under the Decision of the Senate, and according to the available resources of the University.

The University has also defined the possibility of paid and unpaid leave, according to clear criteria and clearly defined limits. Although the Ordinance regulates the rights and opportunities of development of the entire staff, particular articles indicate that this Ordinance regulates development and further training of academic staff. The University of Bihac organizes scientific and professional events, which are displayed regularly at the website of the University and other media. These events enable employees of the University to publish their works and researches in a relatively simple and amenable way. University of Bihac by all means supports the publication of works of its employees in the relevant publications by providing technical assistance and recommendations.

The University was recognized by the relevant Federal Ministry of Education and Science which constantly supports its activities resulting in promotion of human resources in scientific and professional terms. The activities of the University towards the development of proper human resources through second and third cycle according to the previous study system have overcome the identified lack, and improved the position of the University regarding this issue. The progress that the University has achieved in the last four years clearly indicates dedication of development and progress of human resources aiming at the institutional strengthening as well as the strengthening of the role that the University plays in society.

5.5. A higher education institution provides adequate conditions for active research engagement of its teaching staff.

The Law on scientific research activity in the draft form was adopted by the Assembly of Una Sana Canton. The University has submitted to the Ministry of Education the opinions and suggestions on the draft text in the april 2018. Our suggestions relate to providing financial resources for research activity, naming Science council and their composition, carrying out research activities, instituting Research institutes, procedures and conditions for election of the responsible person of the Institute.

By the end of the year, we expect the adoption of the Law on scientific research activity.

University of East Sarajevo

Criterion 1 – Quality assurance policy

1.1 The 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 stakeholders and are publicly available.

The University developed Development strategy created for mid-term period 2007-2013. Initially, this strategy was created for the period 2007-2012, and it was extended by the management decision for another year - 2013, which was approved and verified at the session of the University Senate by decision number 01-C-171-IX/12 on 16.05.2012. The development strategy 2007-2013 was derived from the document The Plan of Institutional Development of the University 2003-2008, which was adopted during the mandate of the second Rector of the University Prof. dr B o r i s a S 2005), and it was fully agreed with the work plan of the following rector professor Mitar Novakovic (2008-2014). The great impact on the adoption of this strategy, which is still the first official strategy of the University (2007-2013), had an external evaluation report by the European University Association (EUA), which was done in 2004, which gave precise instructions to the University in the process of joining the European Higher Education Area in accordance with the current Bologna principles and the integration process of the University.

The Development Strategy 2007-2013 defined the mission (8 pp.), vision (9 pp.), SWOT analysis (10 pp.), strategic goals and tasks (12 pp.), as well as schedule for the implementation of activities (34 pp). The Development Strategy 2007-2013 defined 12 strategic goals and 66 respective indicators of success or indicators.

Based on the increasingly frequent changes in the requirements of the environment, accompanied by changes in the labor legislation, technological improvements, the needs of computerization, as well as the expiration of the previous strategy, the University leadership decided to start developing a new and better strategy that would be a logical sequence of the previous one, and simultaneously with the tendency to establish continuity in modernization of the University. The Rector of the University, on 20.06.2013., appointed the Commission for Strategy Draft, decision number 01-1613/13, consisting of: professor Stevan Trbojevic, president of the Commission, professor Radoslav Grujic, professor Dejan Bokonjic, professor Boris Brajovic, professor Mitar Perusic, professor Ranko Bozickovic, professor Ljubisa Vladusic, Mr Vojislav Suka, Secretary General, Ms Vera Macura, Financial Director, Ms Ravijojla Djuricic, BSc in Law, and Mr Nenad Markovic, MA.

The Commission met a total of three times, after which the Development Strategy of the University 2015-2019 was adopted by the University Senate decision number 01-C-698-V/15 on 25.11.2015. During the public hearing, meetings were held with the Student Parliament that gave consent to this strategy, as well as meetings with representatives of all the municipalities within which the University of East Sarajevo functions. The possibilities of support of local communities in realization of set strategic and operational goals were considered.

At the first meetings of the Commission for Strategy Development, the Working Proposal of the Plan of activities for the development of the document "Development Strategy of the University of East Sarajevo" was adopted with a hodogram of activities and a framework proposal for the contents of the Strategy. The following activities were defined:

- 1) Organization, definition of methodology and introductory activities

- 2) Analysis of the state of the University
- 3) Making SWOT and PEST analysis of the University
- 4) Proposal of the Mission and Visions of the University
- 5) Proposal of the University's strategic goals
- 6) Proposal of the University's specific goals
- 7) Gathering proposals for programs, projects and measures
- 8) Developing a strategy implementation plan
- 9) Defining the proposal of the monitoring and evaluation plan
- 10) Completion of the document Draft of the Development Strategy of the University of East Sarajevo
- 11) Adoption of the Development Strategy of the University of East Sarajevo.

The analysis of the state of the University was made on the basis of the Report on self-evaluation and quality assessment of the University for 2013 and 2014 with qualitative and quantitative indicators. Based on the analysis of the state of the University, which presented the current situation in certain areas in a wider sense, it provided the basis for the assessment, based on the SWOT analysis of the organizational units of the University (faculties and academies), and the joint efforts of key interest groups and individuals of the University as well as external experts PEST analysis), which provided commission and personal work with relevant data and analyzes, the final university SWOT analysis, ie the analysis of the basic strengths, weaknesses, opportunities and threats faced by the Eastern University of Sarajevo as an organization was done.

The Development Strategy 2015-2020 determines mission (57 pp.), vision (58 pp.), values (58 pp.), strategic aims or themes figure 20. page 63, then pages 64-69 show strategic maps with operational objectives, measures, target values and initiatives. Representatives of the Student Parliament participated in the review of the Development Strategy and submitted their consent to the proposed strategy through document. Different meetings with representatives of economic organizations as well as representatives of municipalities were held in the process of determining the future directions of the University development. At all these meetings it was emphasized that the University is very important to the opinion of employers and their suggestions on the development of the University. They also received a development strategy to submit their comments to the University. In any case, the University consulted all stakeholders in the process of drafting its Strategy: students, teachers, as well as economic organizations, municipal representatives.

Since the old web site is not functional, the links about the held meetings during 2014 and 2015 are not available. The University guarantees the fact that each management organizes meetings with various economic organizations and representatives of municipalities where it considers issues related to graduate cadres, future directions of development and realization of possible forms of cooperation.

Each adopted Strategy, in addition to the 2015-2020 development strategy, has its strategic goals, operational goals, measures, target values and initiatives.

Human Resources Strategy defines strategic goals at pages 6, 7 and 8 in the document Approach and methodology within the Human Resources Strategy for researches. In the document Action plan strategic goals are identified and related activities, results, key indicators, responsibilities and priority activities are painted in red. The preparation of this document has been consulted by the internal staff mainly, with a detailed examination of all teachers and associates through questionnaires, a survey of a large number of PhD students at the University, an analysis of the available documentation at the university, entity and state level. A detailed strategy has been presented several times at various meetings in the Rectorate, as well as at some faculties, as a direction for the development and acceptance of the European Charter and Principles.

The University has defined the Internationalization Strategy 2018-2023 which points to the direction of international cooperation and general internationalization of all segments of

work. It is defined as one of the key development parameters of the University. It was developed for the reason that during the first accreditation, there were many weaknesses that this strategy needs to correct and to improve the quality.

The mission, vision and values of the internationalization strategy are university-defined and defined by the development strategy of 2015-2020.

This strategy was developed after conducting an analysis of the situation at all faculties and academies filling in questionnaires by management, professional services and students. After a qualitative interpretation of the results obtained mainly describing the internal situation, a handful of analyzes were made, that is, political, economic, social and technological factors from the aspect of opportunities and threats having an influence on internationalization. On the other hand, necessary actions and initiatives were developed such as to exploit opportunities, and/or eradicate threats. Strategic goals are related to the university level, but are also applicable at the levels of study programs.

The University of East Sarajevo defines the five strategic goals of internationalization:

- 1) Strategic goal 1: Strengthen the structure and legal regulation of internationalization;
- 2) Strategic goal 2: Improve the awareness of all users;
- 3) Strategic goal 3: Increasing the involvement of the University in international cooperation programs;
- 4) Strategic goal 4: Strengthening the international recognition of the University;
- 5) Strategic goal 5: Strengthening the internationalization of the curricula.

What is specific to this strategy is to apply the principles of a strategically focused organization that should contribute to the creation of an integrated management system by applying the following principles:

Principle 1 – putting Strategy into operative terms;

Principle 2 - balancing the organization according to the strategy;

Principle 3 - to make the strategy permeate the activities of employees on a daily basis;

Principle 4 - Striving to make the strategy a continuous process;

Principle 5 - run leadership through changes from the top of the organization.

The action plan of the internationalization strategy is a key strategic element that defines operational objectives, indicators, target values, activities, budget and responsibilities for each strategic goal. This action plan is the subject of the action not only of the university in general, but also of the entire faculties and academies carrying action plan out in their work in accordance with realistic opportunities.

The design of the strategy involved mostly internal staff, representatives of faculties / academies, members of the Senate, as well as student members of the Senate. Students are the ultimate beneficiaries of benefits that need to deliver the results of a defined strategy.

Strategy of communication with the public defines in detail the strategic objectives for this area along with the other related strategic elements on pages 6 and 7. Since it is an extremely internal document describing public relations, other stakeholders outside the University have not been consulted.

In addition to the development strategy for which the Balanced Scorecard method was applied, in strategic planning for all other strategies, customized strategic planning methods based on the Strategic Planning Model was used.

As emphasized in the first criterion, each strategy defines the method of realization and monitoring of activities in order to ensure fulfillment of the strategic platform. This criterion describes exactly where the monitoring activities are.

In any case, an internal review of any segments of the University work is possible through the document of Internal Quality Check that comes after the need for a particular reform or improvement of the appropriate segment is identified. So far, no revision of the strategy has been planned (which does not mean that it will not happen in the future).

1.2. The higher education institution has an effective system and procedures for the implementation, monitoring and further development of its strategy and action plans. The 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 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.

The University of East Sarajevo has a document on Quality Assurance Policy, adopted by the Senate in 2011. It has been applied in all processes at the University, organizational units, or study programs defined by the Scheme in the Rulebook on Quality Assurance and descriptively in the document University processes. The quality assurance policy covers the overall documentation of the University related to the improvement of the quality of work of all specific segments in teaching, research and art, as well as in the logistic sectors.

The Statute of the University is a key document that regulates the functioning of the University Rules on Quality Assurance defines in detail the area of quality assurance procedures, the role of authority and other responsibilities and tasks. All policies and procedures are adopted for the purpose of improving quality and are publicly available on the website in University Acts in the quality assurance regulations and documents.

In the 2015-2020 Development Strategy of the University, Quality Assurance defines the strategic analysis (SWOT and PEST) as a strategic platform on which all strategic objectives/topics of the University are based. All faculties and academies have developed Action plans that form an integral part of the Development Strategy, in which the faculties and academies have listed strategic priorities for the next period that are related separately to each organizational unit in particular. The adoption of the Strategy is the responsibility of the Senate of the University, which is defined by the University Statute Article 34. Thesis 2. So far, it is a common occurrence for the creation of any strategy to form a team that proposes the first version of the strategy, which is later amended and revised at the session of the Senate and finally must be adopted as a valid document for the specific area and period. Implementation, monitoring and evaluation are defined in the Development Strategy page 70. In more detail, the way of monitoring and evaluation is based on an assessment of the effectiveness of measures, their achievement of target values or targets, and the realization of activities or initiatives. An attachment to a strategic goal or topic: institutional integration. Each strategic goal or topic is divided into four perspectives that support the comprehensiveness of functioning in a way to perceive the financial, user, perspective of internal processes and learning. For each perspective, measures and initiatives are made directly from the strategic platform and the presentation of strategic maps specifically for each strategic objective or theme. Development strategy: Composition of the commission for drafting. Call for the 2nd Commission meeting. Call for the 3rd meeting of the Commission. Decision on adoption. Consent of the Student Parliament on the Development Strategy 2015-2020. Strategic planning at the University is defined with Strategic planning model, which presupposes key areas that must be taken into consideration in adopting any kind of strategy.

Human Resources Strategy for Researches in accordance with the principles of the European Charter for Researchers and Codex for the Employment of Researchers was adopted on 11.11.2016., later amended on 23.02.2017. and re-adopted with the monitoring system at the request of the European Commission, and later officially approved by the European Commission by excellence in research. "HR Strategy in the next 3 years, and later the University will be visited by the European Commission Delegation with the aim of external evaluation of the adopted human resources strategy for researchers and assessments of its effectiveness. After their external report, it will be decided whether the logo remains at the University or it will be taken away. The strategy is available on the above link and consists of the following documents: approach and methodology, results of online research, research statistics, internal analysis, action plan, action plan and

ganttogram, monitoring system, decisions on adoption. To the bottom of this link it is evident how many institutions from Bosnia and Herzegovina own this logo. The adoption of this strategy is prescribed by the documentation of the European Commission at Euraxess website. The proposed methodology had to be fully respected in order to gain the conditions for candidacy and acceptance of our strategy. At the link of the Human Resources Strategy a separate document is available regarding the monitoring system of the strategy, in which it explicitly states when and how the audit and evaluation of the effectiveness of this strategy should be conducted.

The adoption of the Internationalization Strategy 2018-2023 is regulated by the appointment of the team, developed strategy, decision on adoption. The monitoring system is clearly prescribed on page 74. of the linked Strategy.

General conclusion on the issue and revision of strategic documents. The University builds its path to the development of key strategic documents such as the Development Strategy and other types of strategies adopted, separately in different areas. What is important is that no strategy can deviate from the 2015-2020 Development Strategy, it simply has to be in line with the key proclaimed goals. The University policy on this issue will continue to be built in such a way that a university needs a number of different strategies in order to activate each performance segment in terms of raising efficiency. What is currently the problem at the University is to assess the effectiveness of our strategies. For this reason, special commissions for reviewing strategies are being formed in the above strategies, because there is no special department or strategic management. The first assessment of efficiency will come with the Development Strategy 2015-2020 when a specific analysis of the status of all strategic and operational objectives with the adopted measures and initiatives will be carried out. At the same time, the evaluation of the effectiveness of the Human Resources Strategy for researchers will occur before the audit of an external evaluation commission appointed by the European Commission.

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

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

The University of East Sarajevo has a document on Quality Assurance Policy, adopted by the Senate in 2011. It is applied in all processes at the University, organizational units, or study programs defined by the Scheme in the Rulebook on Quality Assurance and descriptively in the document University processes. The quality assurance policy covers the overall documentation of the University related to the improvement of the quality of work of all specific segments in teaching, research and art, as well as in the logistic sectors.

The Statute of the University is a key document that regulates the functioning of the University and which defines quality assurance as a segment of the functioning of the University (page 46, Article 163). The Quality Assurance Policy defines a more detailed area of quality assurance, procedures, the role of authorities and other competencies and tasks.

Among others, the following documents can be mentioned in the service of quality assurance policy, or in the service of improving the quality of work of the University: Rulebook on self-evaluation and quality assessment, Procedure for the implementation of measures to improve the quality of work at the University, Internal quality control procedure, Rulebook on Student Evaluation of Quality of Studies, Development Strategy 2015-2020, Rulebook on international exchange, Rulebook on professional practice of students, Rulebook on Disciplinary and Material Responsibilities of Employees, Human Resources Strategy for Researchers, etc.

All mentioned documents are in the service of study programs, faculties and academies, and the University as a whole.

The organizational and management structure is explained in detail by the rules on organization and job classification adopted by the Steering Committee, on pages 2 to 5, where it is shown schematically, and later descriptive from page 6 for each service. The Rules on organizational and job classification regulates the internal organization of work of the University of East Sarajevo, the systematization of jobs with a description of the jobs being performed, special conditions that employees need to fulfill for the work at the workplace, the number of employees and other issues of importance for the work and functioning of the University, with an organizational scheme. By the University Statute (organization of the University, Article 19.) and Law on Higher Education of Republic of Srpska (organization of the higher education institution, Article 58.) the organizational system of management has been established with clearly defined roles and responsibilities of administrative and management bodies, rector, vice-rectors, financial director, secretary-general, council of the organizational unit and deans, the rights and obligations of the University according to the founder, the foundations of the organization, bodies and manner of work, rights and obligations of organizational units, scientific, professional or artistic work, the procedure of obtaining academic titles, the way of exercising the rights and obligations of staff and students, organizing staff and students, quality assurance, public work, records and public documents, recognition of foreign higher education documents and evaluation of foreign study programs, financing of the University, as well as other issues of importance for the work of the University.

The University has a formal quality assurance body called the Quality Assurance Committee which roles, responsibilities and activities are clearly defined by the University Statute (Article 165.) and Rulebook on Quality Assurance (Articles 9-12.). The work of the Quality Assurance Committee is regulated by the Rules of Procedure of the Quality Assurance Committee. The members of the Committee are appointed by the University Senate at the proposal of faculties and academies, and the mandate of the members is regulated by the Rules of Procedure.

Administrative and technical support to the Quality Assurance Committee is the Quality Assurance Office whose responsibilities and activities are defined by the Rules on organization and job classification (pages 19, 46 and 47) and Rulebook on Quality Assurance (Article 13).

The organizational units have quality assurance coordinators (appointed at the sessions of the ST councils of organizational units) Decisions on appointment), whose role is described in the Rulebook on Quality Assurance (Article 17), who function in accordance with the activities submitted by the Quality Assurance Committee and by order of the dean of the organizational unit. Their work is organized and coordinated by the Quality Assurance Office. For the needs of carrying out various evaluations on organizational units, the Commission is formed in the manner described in the Rulebook on Quality Assurance (Articles 18-23). These Commissions coordinate and implement self-evaluation and quality evaluation programs, as well as the procedures for conducting evaluation of teaching and working conditions by students, and they work towards improving the quality culture in the area of:

- self-evaluation and quality assessment,
- student participation in monitoring of the quality of work,
- development of quality indicators.

The Commission for Quality Assurance at Faculties and Academies is the Commission for the Development of Self-Evaluation and Quality Assessment Report (Rulebook on self-evaluation and quality assessment, Articles 6 and 8), and Commission for conducting a student survey (Rulebook on student evaluation of the quality of studies, Articles 7 and 9).

The data is collected in an organized and systematic manner with respect to the existence of an internal quality assurance system.

Self-evaluation and quality evaluation (self-evaluation) are carried out once a year at the end of the calendar year, which is in line with the Rulebook on self-evaluation and quality assessment, Article 5. The form and content of the reports submitted by the organizational units are in accordance with Article 12 of the same Rulebook. All faculties submit their reports to the Quality Assurance Office, which unifies those reports in the university report, but also sends corrections to faculties and academies, if necessary. On the basis of all these data submitted, the university report on self-evaluation and quality assessment is created (available at web page) as well as Indicators (2016, 2015, 2013-14) How it all looks when faculties and academies deliver their reports every year is visible at the link. The University IT Center has launched activities to generalize data that can be generated directly from the information system, but the process has not been systematically completed to generate all data. Success in this field is an electronic card of the scientific worker <http://enir.ues.rs.ba/> within which all teachers and associates complete their scientific research results, and later they are grouped at the University level. During the visit, eNIR with an insight into the application will be presented in detail, in which access is granted only to teachers and associates of the University. Instruction for eNIR is also available. T
evaluation reports are used for different purposes, for the development of different strategies, the identification of trend analysis, and for future development strategies. For the first time in 2016, a document Indicators 2016 was created presented with 11 key indicators in contrast to previous years when more than 150 pages of different indicators were submitted to the Senate. These reports analyze the teaching sector, the research and arts sector, the analysis of study programs on various bases, libraries, space, staff and student structure. All indicators are available in detail in criterion 7.2.

Student survey data is also organized collectively. Students electronically fill out the survey, reports are created at the faculty and academy level, as well at the level of the University. Acting on the survey is defined but the Rulebook on student evaluation of the quality of studies, Article 15. Electronic student survey application allows grouping of data at the level of organizational units, as well as at the University level. Given that it is strictly prescribed who has insight in the survey, the details will be displayed on-site during the accreditation process.

Analysis of unemployed graduates was conducted in 2014 with the help of the Employment Service of Republic of Srpska, which only has this type of data.

Analysis of employers was done for the first time systematically at the University level in December 2017.

An insight into the analysis is suggested by the Quality indicators 2016.

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

The university quality assurance policy does not reflect the relationship between teaching and research work, but in the institutional context and strategic orientation, the University also emphasizes the teaching and research process as integral, the most important and indispensable segments of its functioning. The Rulebook on Quality Assurance described the schematic all processes at the University of East Sarajevo under the Article 7 where it is evident that the teaching and research process is interdependent, but also interlinked. The Quality Assurance Committee adopted the systematic processes of the University, where, for each of them, it described the responsible function, systemic process activities, system internal document documents and other process documents.

The Development strategy of the University explains the context of the organization functioning, the teaching and research strategic and operational goals were emphasized as an integral part of the strategy and for each of them measures, targets, activities and budgets were described. The development strategy of the University also refers to the University, faculties and academies, as well as study programs. Two strategic objectives or two strategic themes are related to teaching and research (see page 62 of the above link). Basically, the basis of the University work is teaching and research and is fully based on strengthening and linking these segments.

The research sector is accentuated by the adopted Human Resources Strategy for researchers through which the implementation of the principles of the European Charter and Codex for researchers is planned, then the research sector is emphasized by the Rulebook on Doctoral Studies, Rulebook on SR centers, by collecting scientific research and artistic results.

The development and improvement of teaching staff must also include constant scientific research and artistic work. Teaching is conducted according to established curricula, but teachers and associates incorporate certain knowledge acquired through scientific research and artistic work into the teaching process to the extent that their curricula and programs allow them, taking into account the scientific field in which the knowledge about a particular topic is expanded by research. The results obtained in the framework of previous studies have contributed to the clarification of various research problems in certain areas and improved the teaching process to a certain extent. In one word, teaching process and scientific research and artistic work are interlinked and supplemented.

As scientific-research and artistic work is an integral part of the work engagement (necessary for the election into academic titles - Rulebook on the procedure and conditions for the election of academic staff) of employees at organizational units/ University, it is organized as part of the employment relationship.

Organizational units and the University support scientific research and artistic work, as well as professional development of teaching staff, providing conditions for carrying out scientific research and artistic activities in accordance with material and other possibilities.

Some organizational units do not have enough financial resources necessary for the professional development of our assistants and associates in their promotion to academic titles. All employees, as well as faculties and academies, apply for the competitions of the Ministry of Science and Technology of the Republic of Srpska for the preparation of projects (free themes and thematic projects), organizing scientifically professional, artistic gatherings, applying for scholarships for master and doctoral thesis, but also other funds such as TEMPUS, IPA funds, Erasmus + They all give extraordinary support to the scientific research and artistic work of the University.

Research areas that have so far been in focus with the implementation of various projects are visible in the report of the Office for Science, Research and Development. For example, in 2017, on page 3, it is possible to select international projects or national projects that have been the subject of realization, within which are emphasized the following study programs: study program engineering (integration and validation of practical entrepreneurial skills in engineering 7 pp.), study program Tourism and Hotel Management (cultural tourism 11 pages), study program special education and rehabilitation page 18, improvement of university services (internationalization, qualification framework and teaching process, research sector), study program pedagogy (work with students with disabilities), study program chemical engineering and technology on page 56. On then page 111, the focus is on the study program Industrial Management, Business Economics, Classroom Education, Electronics, Agriculture, Medicine, Dentistry, Serbian Language and literature, mathematics, traffic. Namely, in each SRD Office report, an analysis of all projects by area is visible.

The quality assurance system with all its components, structure and engaged human resources has been established to contribute to the development of the region where the University exists. The aim is to raise the quality of the teaching and research process to such a level that

it will enable graduate students to apply their quality knowledge in economic organizations in the region and thus contribute to the survival of the University and towns in the eastern part of Republic of Srpska. Considering the decline in the number of people enrolled in primary and secondary schools and faculties/academies, then the development and raising of the quality of the University imposes itself as the logical backbone of all the employees and organizational units. On the other hand, all administrative and management processes are focused on quality assurance as a key process.

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

International cooperation has recently been defined by the Internationalization Strategy 2018-2023 (Commission, decision on adoption) which defines the strategic goals for the next five-year period. Until the adoption of this strategy, international cooperation has always been part of the overall strategy defined within the teaching segments to increase mobility or through the research sector through increasing international cooperation in this field, or by increasing international projects. Over time, the University has become one of the universities in the RS and BiH that has initiated the p

Strengthening of i
Internationalization in Higher Education i n

missing documents and initiatives.

The Internationalization Strategy defines the following strategic goals (pp. 43):

Strategic goal 1: Strengthen the structure and legal regulation of internationalization

Strategic goal 2: Improve the awareness of all users

Strategic goal 3: Increasing the involvement of the University in international cooperation programs

Strategic goal 4: Strengthening the international recognition of the University

Strategic goal 5: Strengthening the internationalization of the curriculum

Of the 44 pages, a detailed elaboration of each strategic goal is made to operational goals, indicators, targets, activities, budgets, and responsibilities.

A review of all international projects is available through a report created by the Office of Science, Research and Development.

Relying on its partnerships, the University of East Sarajevo (more precisely the Faculty of Philosophy, Department of Mathematics through special agreements with related faculties, signed within the framework of the general ones) launched Doctoral Studies (third cycle of studies) in cooperation with the University of Primorska, Koper, Slovenia and the University Saratov, Russia. The cooperation of these universities, that is, the Mathematical faculties / departments, is reflected in the joint participation in the teaching and research process at these doctoral studies and professors both from Slovenia and from Russia are involved in teaching in this cycle. Students of this study have the opportunity to spend a certain period of their research in Slovenia or Russia at partner universities.

Through the Tempus project "BIOEMIS", and together with the University of Banja Luka, the University of East Sarajevo has completed the process of licensing the third cycle study program (doctoral studies) related to bioengineering, that is, medical informatics.

Through the current Erasmus + project "CULTURWB" a joint master program "Management of Cultural Heritage and Cultural Tourism" will be launched, which will be realized by the University of East Sarajevo and the University of Banja Luka.

Through the Tempus project One Health a joint master of public health was launched - one health for everyone between the University of Sarajevo (Faculty of Veterinary Medicine) and East Sarajevo (Medical Faculty) in cooperation with the Universities from Milan, Port, Ljubljana and Barcelona. The first generation has completed it and now the second generation of students is enrolled. Link Veterinary Faculty in Sarajevo.

The Medical Faculty prepares the study of Medicine in English, and in the Music Academy, the program in Russian is in preparation.

Clear procedures have been established for the issue of the exchange of staff and students, while rules for international and inter-university cooperation, which will additionally regulate the field of conclusion and verification of interuniversity and inter-institutional agreements, renewal of existing or termination of existing agreements, communication with foreign partners, protocol meetings and visits, organization of summer schools, international promotion of universities are in preparation.

Mobility programs are fully covered by the resources offered by the program itself and, for their realization, the issue of resources is ensured. For the organization of summer schools or international official visits or participation in international meetings, conferences, etc., funds are provided by applications to available funds for this purpose (Ministry of Science and Technology RS, Ministry of Civil Affairs BiH, funds of some Embassies in BiH, own funds, etc.) . There is no systematic financial solution for the organization and implementation of these activities, and they are not always covered, but a combination of different resources is always realized. For the time being, the Office for International Cooperation does not have any funds intended for the realization of some of its activities, and primarily relies on the available programs it is applying for.

P u r s u a n t t o t h e R u l e b o o k o n R e a l i z a t i o n o f deducted from staff costs for the fund for strengthening international cooperation, so resources will be provided in the future for strengthening international institutional and research capacities.

The Rulebook on the Recognition of Foreign Higher Education Qualifications, Documents and Period(s) of Study to continue education at the University defines the regulations that ensure the recognition of the acquired periods of study abroad and qualifications.

Criterion 8 – Informing the public HEI

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

Following the current trends in the field of higher education, and taking into account the fact of the increasingly severe competition in the higher education market, the University of East Sarajevo recognized the importance of presenting information to the general public about its work and activities in order to be in the Republic of Srpska and Bosnia and Herzegovina, wider, positioned as a higher education institution with the highest academic values. In the past history of the University, three different internet platforms have been created, the main purpose of which was to provide the most important information about the work of our institution. The first site of the University was created in 2001 at www.unssa.rs.ba. At the end of 2012, activities on improving the recognition of the University of East Sarajevo were intensified when a new official domain of the University www.ues.rs.ba was created, where a new modern web platform was installed. In the same period, the official orders of the University on the social networks Facebook, Twitter and Google+ were created. The University website was redesigned in 2016 and, like the previous one, is available in two letters (Cyrillic and Latin) and two languages (Serbian and English). Thanks to these activities, the University of East Sarajevo in the period from 2012 to 2017 ranks on the Webometrics ranking of the University with 14,662 places to 6186th place and according to this list is currently the ninth higher education institution in BiH.

In the period from the previous external evaluation of the University, the field of public information was reinforced by staffing with two positions positioned in the Cabinet of the

Rectors of the University: expert associate for public relations and expert associate - journalist. The University of East Sarajevo website is updated on a daily basis and can be said to be divided into three parts:

- Static part of the site containing general information about the University: Organization of the University, Faculties, Science and Research, International Cooperation, Quality Assurance, etc.
- a dynamic part that contains timely, truthful, objective and impartial information about the activities of faculties and academies, the management of the University, students, teaching staff and associates. In this section, users of the site can find numerous useful information, such as different types of calls, tenders, etc.
- service part containing applications and information intended for all groups of site users such as the Info kiosk Platform through which students take an e-report, an e-NIR application that provides teachers and associates at the University with the possibility of electronically entering scientific and research results (here can see the exact number of papers published by our teachers), Post office - access to e-mail review for employees at the University, as well as prominent announcements, so-called banners, for future students and foreign partners who wish to cooperate with our University on the preparation and application of project proposals for Erasmus plus calls.

Employees in PR positions have the full freedom to place true, timely, informative and affirmative information about all activities at the University on the site, and, as well as all employees of the University, are obliged to act in accordance with Article 10 of the Code professional ethics and the Statute of the University (Article 10 Chapter 13 Publicity of the University) must not harm the reputation and work of the University through its actions. Employees in these jobs for all necessary help when placing information in the public at full capacity are available to all organizational units of the University.

Depending on the importance of certain events, the University informs the public by sending an official letter to the media. The practice is to call the media on the day before the event itself. Undoubtedly, the University also issues Press Releases which are distributed to the media, especially when entering new students for the first cycle of studies. Calls to the media and press releases are made only on request and upon the approval of the members of the management of the University.

The university is dedicated to promotional activities, especially those related to the promotion of student enrollment in the first cycle of studies. For these purposes, the University regularly produces a brochure and promotional flyers. In addition to printed universities, he creates multimedia content such as promotional films. The university has created one documentary film and one promotional film.

Last year, in cooperation with the Student Parliament and the Union of Students of the Republic of Srpska, the University organized a campaign "Choose Srpska - Choose UIS" during which students and representatives of the University visited all secondary schools in the eastern part of Republic of Srpska. The information brochure of the University contains basic information on the programs and titles of the first two study cycles offered by the organizational units of the University - 15 faculties and 2 academies - in Serbian and English. Detailed information on teaching, curricula, exams, teaching materials, and teaching staff can be found on the official website of the faculty.

One of the problems in the implementation of promotional activities is the dispersion of the University, that is, the great geographical dismemberment of the area of the eastern part of the Republic of Srpska, which is gravitated by the University and its organizational units. That is why the management of the University year after year strives to find the best and most efficient way to promote the work, activities and values of our academic community equally in all parts of Srpska and BiH.

The website of the University contains information about study programs, syllabuses of study programs, and most of the relevant information is translated into English. Also, the outcomes and objectives of learning as well as the main competencies are defined through the syllabi of study programs. Data on academic careers of employed staff are only partially published.

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

Information on activities in the field of research is available on the website of the University in the main menu "NiR" which contains information on projects (international, national, Horizon 2020 and projects of cooperation with the economy), then scientific research centers, conferences whose organizers and hosts organizational units of the University, journals issued by organizational units, and strategic and legal documents in the field of science. In the last 5 years, the University has had more than 20 different projects. The most important project for the university is STINT.

People employed in public relations activities regularly monitor the work of scientific-professional conferences held at the University and provide organizers with expert assistance in organizing media monitoring events. At the moment of writing this report, the media monitoring of the Infoteh Jahorina conferences and the Jahorina Business Forum is organized by staff in charge of communication with the public employees of the Rectorate of the University. Also, the coordinators of international projects, whether scientific or international cooperation projects, are obliged to regularly report to the academic community of the University about their project activities (e.g. project consortium meetings) by sending information for the site of the University (examples: CULTUR WB, STINT Project) . Also, media types are regularly monitored by various types of lectures, books and publications promotion, participation of representatives of UIS at prestigious scientific conferences of international character, thematic meetings on the development of science at the University. Equal attention is paid to research and artistic work of students and texts and information about their participation in international scientific conferences, achieved results in competitions and awards and recognitions are regularly published.

The management of the University recognized the need for a stronger promotion of scientific research work and scientific research potential of the University, and a brochure is under way to draw up information on the scientific and research infrastructure of the University with a detailed description of the purpose in which it can be used. The brochure will be bilingual (in Serbian and English) and will be available in printed and electronic form.

The adoption of the Rulebook on measures to improve the visibility and recognition of the University of East Sarajevo within the framework of which it will be stipulated that all scientific conferences, journals and publications issued by the organizational units of the University have their own websites. Also, it is planned to issue an Instructions for maintaining the websites of the University and organizational units with the prescribed minimum technical and informational content that they must possess. These measures will further enhance the visibility and promotion of the scientific research work of the University.

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

The University has a Public Communications Policy and Strategy adopted at the 40th session of the Senate of the University under the serial number 01-S-541-XL / 17 of 27.12.2017. years.

The public communication strategy prescribes a long-term relationship with the public, that is, clarifies how the work processes need to be regulated and which decisions should be made in order to function effectively. Communication is in line with the university's strategic

goals. Politika komunikacije s javnošću pred
privrženost komunikaciju s medijima i trećim

The University of the Rector's Office has two full-time posts for public relations, which are in charge of monitoring the policy and strategy of communication with the public.

Both documents call for impartiality and objectivity in information, as well as the duty of quick and easy access to information, which is one of the obligations of the University since the University is a public institution.

Every year the University organizes a meeting with representatives of the local community and economy. The topics of the meetings are the possibilities of cooperation between the economy and universities, modification of the existing ones and creation of new study programs, more involvement of the local community in the projects of universities and vice versa, and the other.

Teachers and students communicate through bulletin boards, e-mail, websites, social networks and various platforms.

University of Dzemal Bijedic in Mostar

Criterion 3 – Student-centered learning, teaching and evaluating

3.1. The HEI applies procedures that guarantee a fair, transparent and consistent way of assessing students and envisaging the possibility of student complaints. Procedures are formalized and publicly available

A fair, transparent and consistent way of assessing students is detailed in the norms stated in the Law on Higher Education of HN Canton, in Mostar, the Rules on studying at I, II and III cycle and the Rulebook on the manner of taking exams and student assessment. The procedures guaranteeing a transparent and consistent way of assessing students are formalized and publicly available on the website www.unmo.ba.

Learning objectives in individual study programs are adjusted continuously with the student test system and with the methods used in teaching and student assessment. Special attention is paid, during development of new elaborates, to the justification of the implementation of study programs in all three study cycles, the interrelationship of goals and learning outcomes, the acquisition of competences, the contents of the teaching subject and teaching methods with methods and forms of knowledge testing, in accordance with the ECTS score and the explanation of the point value, as prescribed by the procedures for amending and supplementing the existing ones and the preparation and adoption of new study programs, and all of the above is evident from the syllabus of each individual subject and from the matrix of competences.

The structure and contents of the curriculum are the subject of consideration at the University in order to review the coherence and consistency with modern didactic approaches, educational goals and learning outcomes during periodic revisions of the curriculum. Curricula changes are adopted, with the aim of reflecting the coherence between the organization of the learning process and the content of the curriculum, which can be seen from the syllabus of the courses, contents of the teaching material, goals and learning outcomes, the student's load, the type of teaching/learning methods, the method of checking knowledge, as well as the foreseen method of monitoring the quality and the performance of the course, which will be an indicator for consideration and deciding on the quality of the curriculum. For the purpose of achieving the curriculum as a structured set of desired learning outcomes determined by the learning objectives, as far as possible in the given context and with the available resources, an analysis of the previous curriculum and syllabus of the course was carried out, and precisely on the basis of the observed shortcomings and the need to eliminate them, changes to the curriculum were adopted.

The emphasis is on continuing methods that are adequately appropriate to the teaching contents and objectives of the course, adapted competence acquisition as well as continual assessment of knowledge during the teaching process (colloquia, papers, practical exercises, essays, seminar papers, pre-exam activities, final exam). Teaching curricula and methods of teaching process through lectures, exercises, seminar papers, essays, study visits can also greatly ensure the realization of goals: during the course of the study student has to master knowledge and understanding of courses, the ability to critically think, analyze, synthesize, evaluate and solving problems, obtain and process information (using literature, magazines, modern information technologies). The acquisition of practical skills contributes to the way of working with students in teaching and exercises, and especially the compulsory practice of IV year students. In the teaching process, the application of modern teaching didactic

methods, concepts and techniques is evident, innovations are introduced in the teaching process in terms of emphasizing work in smaller groups (team work of students, as well as the work of teaching staff with smaller groups of students) and solving practical tasks, discussion on specific current issues and topics, preparation and presentation of papers, preparation and defense of seminar papers, more specialized lectures, practical exercises for the application of acquired knowledge, and computer equipment and presentations are used. Students are motivated to actively engage, at least part of them, into research projects during the teaching process. Individual work with students is also enabled, in particular when conducting consultations for the subject matter teaching and other forms of teaching activities of students, with the aim of supporting and assisting both individual work and/or student learning.

During the presentation of the course contents the course teacher(s) introduce students to the method of knowledge assessment (form of final exam, colloquiums, tests), as well as the criteria for scoring and grading,. After the colloquium/test, the course teachers will also conduct a joint analysis of the examinations/exams with the students, and students also have the right to inspect their written work. The final grade is primarily based on the knowledge and skills that the student possesses, that is, the results of the student's personal engagement in solving the tasks during the mastering of the material. Also, as a possible corrective assessment based on the student's demonstrated knowledge, some additional criteria, such as the student's diligence and responsibility, or the regular attendance of lectures and exercises should be taken into consideration. The results of the exams are published publicly on the bulletin board of the Faculty or on the website of the faculty within five working days of the completed knowledge check. The student has the right to inspect own written exams, as well as the right to object to the published results of the exam, whether the achieved grade is positive or negative. A student who has taken the exam in the same course three times and has received a grade five (5) - fail, the next exam has to take in front of the commission.

It is also important to emphasize that both periodic and summary reports on passing and average grade for students for each individual course are compiled and analyzed. They are analyzed and adopted at the scientific-teaching council of the organizational unit of the University. The annual summary report on passing and average grade of students is prepared by the vice-dean, based on information received from the teaching staff, and submitted for consideration at the session of the scientific-teaching council of the organizational unit of the University. The students' representatives-members of the scientific-teaching council of the organizational unit of the University participate in these sessions and, if necessary, provide their observations, comments, and suggestions for improvement.

These reports are also submitted for consideration and analysis at sessions of the University Senate.

3.2. HEI encourages active student engagement in management processes.

Article 35 of the University Statute defines that the University has three organs: the Steering Board, the Rector and the Senate.

The Steering Board of the University consists of 9 members: 6 representatives from the permanent staff of the University and 3 members from the founders.

Article 64 of the University Statute defines that the Rector's Collegium is an advisory/operational body consisting of the Vice-Rectors and the Secretary General, who assist the Rector in the work.

Article 71 of the University Statute defines that the Senate as the highest academic body has the responsibility for academic issues at the University. The Senate consists of: the rector, vice-rectors, heads of organizational units and three student representatives. Student representatives in the Senate are elected by the student representative body and they represent the interests of students, in accordance with the established attitudes of the student representative body. It is a positive practice of student involvement in the Senate of the

University. Students in the Senate, as the highest academic body at the University, can discuss and have the same voting right as all the other members of the Senate. The exception is stated in the Article 7 of the Rules of Procedure of the Senate where it is said that students do not vote when making decisions on elections in academic titles and the decision on appointing commissions for gaining a PhD title.

Article 89 of the University Statute defines that the science-teaching councils of the faculties consist of teachers and associates employed at the University, who participate in the scientific-teaching process at that faculty, as well as student representatives elected by the student representative body, where the representation of students cannot be less than 15% of the total number of members of the science-teaching council of the faculty.

Taking into account that the number of teachers and associates who are employed at the University, who participate in the scientific-teaching process at that faculty, differ among organizational units of the University of student representatives in the scientific-teaching councils of organizational units. Thus, we have four students in the scientific-teaching councils of the Faculty of Law and Pedagogy, whereas three students are members in the scientific-teaching councils of the Agromediterranean faculty, Faculties of humanities, mechanical engineering, construction and Faculty of Information Technologies. The smallest number of students is in the Faculty of Economics, two students. When it comes to study programs, all four study programs: Tourism, Health Care, Business Informatics and Interior Design have students in scientific-teaching councils, each have three students.

All student members of the educational and scientific councils of the organizational units are equal to the rest of the council members, except that the representatives of the students do not vote when making decisions on the elections in academic titles and the decision on appointment of commissions for obtaining PhD degrees.

The Student Union as a umbrella student organization at the University communicates with students-members of scientific-teaching councils. It is important to note that members of the scientific-teaching councils from among the students are selected at the student elections, which were held at our University on November 2, 2018.

Current student members of the University Senate are from the first study cycle. The same applies to scientific-teaching councils of organizational units at the University "Džemal Bijedic" in Mostar.

3.3. The higher education institution encourages and ensures the international mobility of students and teachers, and manages the system for disseminating their experiences and examples of good practice

Mobility within the international mobility programs available to Bosnia and Herzegovina is conducted in accordance with the procedures of specific programs (ERASMUS +, ERASMUS MUNDUS, MEVLANA, CEEPUS, etc.). The procedures are clear, transparent and publicly available on the official website of the University. With the aim of improving the mobility of students, teaching and administrative staff of the University, at the session of the Senate held on October 26, 2017. the new Rules on Mobility were adopted. Mobility programs at the University level are implemented and administered by the Office for International Cooperation and Student Services of Organizational Units in cooperation with the Quality Assurance Office and the Legal, Human Resources and General Affairs Department of the University. The official e-mail address of the University for all issues concerning international and inter-university cooperation is: international@unmo.ba

All calls are published on the University website, and on the FB page of the Office for International Cooperation.

All students of I cycle of the University who have achieved a minimum of 48 ECTS credits that is, they have the right to enroll in the second year of the study program can apply for mobility, as well as regular students of II and III cycles. Also, all permanent employees of the

University from among the academic and administrative staff have the right to apply for mobility, in accordance with the procedures of the mobility program. The call for mobility of staff and students is published on the University website and includes: deadline for application, duration of mobility, valid mobility period, and number of available places. Also, the published call includes the documents that should be submitted when applying for mobility. The Decision on Criteria for selection of candidates within the Erasmus + program enables a transparent and fair selection of employees and students on mobility within the Erasmus+ program. Erasmus faculty coordinators were appointed at all faculties to facilitate the application process for student mobility.

Overview of the achieved mobility within the Erasmus + program at the University since 2015.

When concluding a learning agreement or training agreement for outgoing students of the University "Džemal Bijedić" in Mostar, comparison and assessment of the compliance of the learning outcomes of the study programs of the home institution and the host institution in accordance with the provisions of Annex I of the Rules on Mobility. If the student has fulfilled all the obligations from the concluded agreement on learning/training, the home institution is obliged to recognize the achieved success in the study program in accordance with the agreement, without implementing a special additional recognition procedure. Mobility data is entered in the Index, the Diploma Supplement and the register. An outgoing student has the right to verify the semester after returning from mobility, to collect signatures for attendance on the basis of the Certificate of attendance from the host institution. If mobility is achieved without a previously concluded agreement on learning/training, the dean of the home faculty will decide on the recognition of the period of mobility (ECTS credits, placements, grades and practice) in accordance with the provisions of the Rules on Mobility in cooperation with the head of the study department, on the basis of a reasoned request and the comparison and assessment of the compliance of the program achieved at the host institution. All our resources are at the disposal for persons who want to be involved in mobility at any level. We help them with the application; we follow them, and organize an informative meeting upon their return.

The International Cooperation Office organizes an International Cooperation Day annually, and this year it has grown into the International Cooperation Week. During the International Cooperation Day, there were representatives of 14 foreign higher education institutions, and students and employees presented their institutions. Also, students from the University who were in the mobility presented their experiences and impressions. The Office for International Cooperation is open every day from 10 to 13 hours for all students and staff for information related to mobility programs, as well as for international projects.

Every year in February the University celebrates its Day and organizes the presentation of scientific and research and international projects, where the dissemination of international mobility and the results of these realized mobilities is also carried out.

On the website of the University, and no later than 01.05., a list of subjects in English for the forthcoming academic year can be found. It is created to enable interested incoming students to find the necessary information for coming to the University.

Criterion 4 – Student admission, progression, recognition and certification

4.1. Higher education institution ensures adequate conditions and supports the academic progress of students, ensuring equal opportunities.

All students have equal opportunities for advancement, which is ensured through curriculum. Article 170 of the University Statute defines Students rights:

attendance of all forms of organized instruction from the enrolled study program, a quality educational process, consultation and mentoring, the quality of the teaching and work of the academic staff and the quality of other services in the event of a violation of the student's rights established by Law, the Statute or other general acts of the University, timely and accurate information on all matters pertaining to the study, self-organization and expression of their own opinion, participation in the elections in the student representative body and other bodies established by Statute, equality in terms of study conditions, as well as on the privileges conferred by the student status, diversity and protection against discrimination on any ground such as gender, race, marital status, color, appearance, religion, language, political or other opinion, national, ethnic or social origin, or any other status...

Students' assessment is done in accordance with the Law, the Statute, the Rules of Study on I, II and III Cycles, the Rulebook on Student Assessment.

We can say that Dzemal Bijedic University of Mostar has procedures that ensure fair, transparent and consistent assessment of students established by a formal act which is adopted by the Senate of the University.

All procedures guaranteeing a transparent and consistent way of evaluating students are publicly available on the website of the University www.unmo.ba

- We pay special attention to students with special needs. Article 170, paragraph 3 of the Statute defines that the University will provide adequate conditions for access to the study and studying to people with special needs.
- Students participate in projects based on the interest shown for a particular area, the academic merit, the recommendations of subject teachers, knowledge of English language (if required).

4.2. Higher education institution has established system for the recognition of qualifications and periods of study in accordance with the Lisbon Convention on the recognition of qualifications, and the prior learning

- The Rulebook on Recognition of Foreign Higher Education Documents, Qualifications and Periods of Study in order to continue education at Dzemal Bijedic University of Mostar regulates the general conditions, methods, procedures, minimum criteria and bodies for conducting the procedure of recognition of foreign educational documents, the period of studies attended/ acquired outside Bosnia and Herzegovina for the purpose of continuing education at the Dzemal Bijedic University of Mostar.
- The purpose of the Rulebook is to facilitate the international mobility of academic staff and students, and to promote and facilitate recognition procedures.

The University adopted The Rulebook on Recognition of Foreign Higher Education Documents, Qualifications and Periods of Study at the Senate meeting in July 2018.

The Rulebook is published on the website of the University.

In May 2018, the Law on Adult Education in HNK was adopted, which regulates some of this matter, non-formal and informal learning, but the ministry needs to issue some other documents under this Law.

- The subject of recognition is an educational document on initiated or completed education abroad for the purpose of continuing the same degree or for enrolling at a higher level/degree of study.
- Recognition of foreign higher education document includes the formal acknowledgment of the level of education achieved, acquired, knowledge, skills and competence of the applicant for the purposes of student access to further studies.
- Recognition of study periods implies the recognition of short periods of education abroad with the aim of continuing education at the University.

- Recognition of foreign higher education document includes the formal acknowledgment of the level of education achieved, acquired, knowledge, skills and competence of the applicant for the purposes of student access to further studies.
- Recognition of study periods implies the recognition of short periods of education abroad with the aim of continuing education at the University.

4.3. Higher education institution timely provides for students a certificate of graduation, including the diploma supplement

- The layout and content of the Diploma and the Diploma supplement are set out in the Rulebook on the Content of Public Documents issued by the Dzemal Bijedic University of Mostar.
- All faculties at the University of Dzemal Bijedic" in Mostar issued, in addition to the diploma on completion of the study, the Diploma Supplement, in Bosnian and English (on request).
- Issuing of certificates of graduation, including the diploma and diploma supplement is defined at the University level, by Rules of Study on I and II Cycles.
- After the student passes all exams, the certificate of graduation is issued.
- Before issuing diplomas, the Student Service reviews the personal student record, the database and concludes the personal files of the student in the registry.
- Diploma and Diploma Supplement are awarded annually during the event "Days of the University" at the graduation ceremony in February, for students who completed the study in the previous calendar year.
- All the information required to issue diplomas and certificates is generated in the University Information Center (Unic) for the entire University.

Entering of data into this database is the responsibility of the Student Services of the organizational units.

University of Sarajevo

Criterion 1 – Quality Assurance Policy (HEI)

1.1. The 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 stakeholders and are publicly available

The University of Sarajevo (UNSA) has a vision and mission of international cooperation, which was created upon the election of new management. Then the vision and mission was created according to the principle of top-bottom access. In other words, after the iteration at meetings with vice-presidents and coordinators for international co-operation, Committee meetings, the service has devised and presented the mission and vision. Both the mission and the vision are publicly available in the materials, ie the report on international cooperation on the website.

1.2. The higher education institution has an effective system and procedures for the implementation, monitoring and further development of its strategy and action plans. The 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 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.

During 2018, the Senate decided to launch a strategic planning process at UNSA level. A group was formed to prepare the Internationalization Strategy. At the beginning of the process, a common methodology was created, and within the STINT project, a survey was conducted in which students, teaching staff and administrators participated. In addition, another two surveys were conducted with the intent to determine the level of knowledge and understanding of the process of internationalization, one to identify the strengths, weaknesses, threats and opportunities for the development of international cooperation, and the second in order to analyze the situation in the process of internationalization and the recording of available resources, and suggestions for improving it.

The Group, in cooperation with the Committee, prepared the proposal of the Internationalization Strategy at UNSA and this document was sent to publicly agree on the sub-organizational units. After public reconciliation, it will be proposed to the Senate to put the document in a public hearing, after which the document will be adopted.

So far it has not been a practice to revise and improve the strategy. The new strategy envisages measures of monitoring and evaluation, as well as the responsible person, and it is envisaged that the Committee will deal with the verification of proposed improvements and the evaluation of the implementation of the audited measures and activities.

Once adopted, it will be publicly available - it will be officially sent to all employees, and will be made publicly available on UNSA web site (in local and in English).

The strategy has three main goals - strengthening capacities for carrying out the process of internationalization, strengthening the process of internationalization at home and strengthening visibility. For each of these goals an action plan has been developed and budgets, responsible bodies and performance indicators have been defined. All these goals and activities are in accordance with the general goals and mission of the university, ie the modern trends that the university sees as the main force of transformation of society in terms

of balancing between local and global challenges, and in finding ways to raise awareness of the local community and motivate it to create and contribute to the solution of global challenges or strengthening the welfare of the entire Planet.

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

Yes, Quality Assurance Policy exists, but it has not been improved for the last five years. It must be elaborated and aligned with the new UNSA development strategy, as an integrated university.

Basic quality assurance procedures exist in the form of regulations and most of them are reviewed because UNSA is in the process of organizational transformation (integration).

UNSA has a uniform policy for mobility and for the preparation and implementation of international projects, as well as procedures for approving signing of the Agreement on Cooperation and Accession to International Organizations.

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

The International Cooperation Service prepares reports on all major events (eg Scholarship Fair, application to EU programs or others, realization of international meetings, launch of new curricula, realized mobility, etc.). All statistics on all activities of the international service are collected and available in the annual report and / or semi-annual work report.

For now there is no software that monitors the mobility and other activities of staff and students.

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

UNSA has the necessary regulations and procedures that encourage international mobility and the recognition of residency abroad, as well as to establish cooperation at different levels from individual to institutional. At present, participation in the processes of internationalization is recognized and reported in the progress report, but it is not one of the conditions for promotion. In this way, it is possible to circulate ideas, knowledge and good practices that contribute to the modernization and improvement of the quality of UNSA work.

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

The strategy of international cooperation is in the process of adoption as explained under 1.2. Review of bilateral agreements, international projects, international study programs, conferences, journals, membership in international initiatives, is not part of the strategy. This overview is part of the reporting and is available in annual reports.

Criterion 1 – Quality assurance policy for study programs (SP)

1.1. The higher education institution has adopted and publicly available internal quality assurance policy for study programs as part of its strategic management.

Yes, UNSA has a set of study rules for all three cycles that define how to create a study program, which includes the preparation of elaborates based on stakeholder consultations, as

well as the evaluation of the justifiability of the study program and the requirements for external auditing of the program.

A set of documents / forms for the monitoring of teaching and evaluation of the quality of teaching and teachers has been developed. For ensuring the quality of teaching processes, committees/commissions at sub organizational level are responsible. They are coordinated by the Quality Assurance Committee at UNSA level.

1.2. Quality assurance policy for study programs is aimed at promoting: research, teaching and teaching, mobility and internationalization in study programs, as well as the prevention of plagiarism of teacher work and student final work in all study cycles.

Internationalization is seen as a way to modernize all processes at UNSA, in particular education, or the creation and implementation of study programs. In this sense, interdisciplinary multilateral study programs, which can be joint / double degree programs in foreign languages, as well as in local languages, but are aimed at the delocalization of studies, are being encouraged. The quality assurance of such studies (any cycle, summer school, ISL) is provided by the sub-organizational unit Center for Interdisciplinary Studies. The Confucius Institute has similar mandates as a center, but focuses more on the language and culture of the People's Republic of China.

At UNSA, the procedure for checking plagiarism and all works of the third cycle of studies are checked through a clearly defined procedure. This program has been in operation for the last year.

1.3. Policy supports the development of a quality culture in which all internal participants contribute to the quality of study programs, and defines the method of involving external participants in this.

It is planned that we have a group of promoters of internationalization, as well as UNSA diplomaticNet that would work on disseminating information about UNSA and attracting foreign students.

The third degree of studies requires students (and teachers) to participate in international conferences and to publish works in reference international journals.

Most foreign language programs are launched by EU funds (ERASMUS + ISL) so that they are in line with modern flows related to learning and teaching processes, and most of them involve mobility and a high degree of internationalization.

Study abroad programs that we implement for foreign students (for example, the NWU that has been implemented for four years now and plans for new ones with partners from the People's Republic of China) enable our professors to experience their work in an international environment, which is also one of the important activities of the internationalization process at home.

International conferences (participation and organization), as well as journals issued by UNSA are the way in which we ensure the strengthening of a quality culture and allow everyone to contribute to its construction. Planned Academic Café, Erasmus Café, Internationalization Promoters, Mobility Support Center, and Center for Capacity Building of Teachers are ways in which UNSA is working on strengthening the culture of quality and excellence and raising awareness about the need and importance of internationalization.

Criterion 10 – Mobility of academic staff and students (SP)

10.1. The mobility of academic staff and students in the study program is promoted and improved through joint applications and participation in projects with other higher education institutions from the country and abroad.

The University of Sarajevo (UNSA) has always been open to international cooperation. In 1965, UNSA signed the first international cooperation agreement with the renowned "Ernst Moritz Arndt" University in Greifswald, Germany, and since then the story of the internationalization of this higher education institution began. By launching the Erasmus program (as a pilot program for the years 1981-1986 and then officially in 1987), and by establishing various funds for assistance and development of educational infrastructure (IPA, Tempus) and international mobility (Erasmus Mundus, CEEPUS, Erasmus +), UNSA achieved access to them and was recognized as an equal partner. Participating in 103 Tempus projects, 38 FP7 projects, 19 Erasmus Mundus projects, as well as participation in mobility programs Erasmus +, CEEPUS, Mevlana, DAAD, Fulbright, International Visegrad Fund and many others enabled the construction of an environment that supports, first of all, internationalization, infrastructure, the reform of the existing and the opening of new study programs, and the mutual mobility of students, academic and administrative staff.

Recognizing the quality of previous cooperation and joint work through these and other programs mentioned above, it has enabled joint participation in the Erasmus + program, and bilateral cooperation between UNSA and the EU countries for mobility has been opened. The International Cooperation Service, as a central office, distributes the available program funds, or calls for the submission of project applications. In this way, the international identity of UNSA is provided, and the provision of administrative assistance when applying. The service prepares a manual every year in mid-November: "Information on available programs for the current year for the University of Sarajevo and the application for registration". In this way, for potential applicants from UNSA are available guidelines for applying for a grant that is, in most cases, the European Commission, and ensure that the co-operation through an inter-institutional agreement (bilaterally or through a consortium) has administrative support when exercising mobility. The information is submitted to the vice-presidents/coordinators for the international cooperation of sub organizational units of the University of Sarajevo, and is also presented at the University Senate for wider distribution. In addition to the manual, information days are organized on which workshops for presenting opportunities and reporting on different programs are organized. After providing infrastructure for implementing international mobility (participation in mobility programs / projects through signed interinstitutional agreements), the International Cooperation Service enables transparent reporting of all interested candidates to approved mobility (for students, semester academic exchange, for academic staff implementation of teaching activities, and for administrative staff education and participation in various training programs - staff week).

10.2. Mechanisms for achieving bilateral and multilateral exchange of students with foreign higher education institutions through various programs and networks of student exchange with the recognition of time, grades and ECTS points achieved during the exchange are established.

Participation in international programs has led to a clearer representation of the work of the services/ offices for international cooperation at European universities and the implementation of international mobility, which has led to the increasing openness of UNSA when it comes to supply and demand for mutual international mobility. Follow-up documents in international mobility programs, such as a nomination letter, a learning contract, a staff mobility contract, a model for recognizing acquired qualifications abroad in accordance with the Lisbon Convention, and other documents are presented through UNSA Instruments and Documents Rules. In this way, the importance of the existence of these documents is recognized, which defines the rights and obligations of international mobility - before, during and after. UNSA is guided by transparent implementation of international mobility, respecting local, cantonal, national and European rules, as well as the rules for the implementation of international programs.

Outgoing mobility

Since the 1990s, participating in Erasmus Mundus, CEEPUS, Mevlana, Erasmus + and other programs have enabled more than 5,000 different types of international mobility for students, academic and administrative staff at the University of Sarajevo.

Students recognized the benefits of staying at international universities, participating in teaching, taking exams, and returning to a home university with extensive experience.

Academic staff is enabled to enrich their own biographies with international references - implement lectures at foreign universities, work and research in international laboratories at prestigious universities, and initiate joint projects. In this way, in accordance with the international context of study programs, academic staff acquires the necessary experience to enable them to convey the vision and mission of internationalization in their own lectures and organize exams in their subjects, thus facilitating students' ability to spend a semester abroad without any problems.

Administrative staff is enabled to gain international experience at foreign universities by comparing work in their services and services to a partner university (host), then working on their own education and training through participation in specially designed international staff training weeks with a specific thematic, most often from the field of internationalization. The international experience has helped to open up a new environment to the home institution - "internationalization-at-home" where we slowly, but surely, work on programs that are adapted to international criteria, and the adoption of ideas and options for better achievement of results in everyday business. The Service has prepared several manuals and instructions for easier implementation of international mobility – Instructions for implementation of Erasmus + international credit mobility – intended for vice-deans and coordinators at sub organizational units of UNSA. The success of the implementation of "internationalization-at-home" has also been demonstrated through the introduction and acquaintance with the concept of mobility through various university and cantonal rules, guidelines and laws for studying in different study cycles. The Mobility Rulebook as the latest instrument for defining the concept of implementation of international mobility will strengthen the infrastructure and improve the quality and statistics of outgoing and incoming mobility. Students and staff who want to apply are presented with instructions in the form of a brochure: Collection of Mobility Guidelines which provides the necessary information on the successful preparation of documentation and applications for open competitions. After staying abroad, successfully completing the obligations and taking exams that were presented in the learning agreement, students after the return, start the procedure of recognition of those results. In most cases, recognition passes smoothly, in accordance with a pre-defined learning agreement. Possible problems that may arise are: the incomplete program of domestic and foreign subjects, the insufficient number of ECTS points, the inability to recognize courses due to content suitable for a particular area (e.g. law) or the choice of courses at a foreign partner university that are not being implemented at the University of Sarajevo.

Incoming mobility.

Given that international mobility is not only one-sided, the implementation of the Erasmus Mundus program The University of Sarajevo has actively launched the work on "internationalization-at-home". By recognizing the values, mission and vision, primarily of European, international partners (universities), UNSA decided to become a partner with similar or approximately the same offer for foreign students, academic and administrative staff. Many sub organizations are very active when it comes to providing administrative assistance for international mobility. They have been appointed contact persons for international cooperation in the form of a vice-dean or coordinator. In addition to administrative support, it also works on launching programs in English, expanding the offer for foreign students to apply for and stay at our university, fulfilling academic obligations in the easiest way. The most active faculties such as the Faculty of Economics, the Faculty of Philosophy and the Faculty of Political Science have launched study programs or certain

subjects in the English language. Since the academic year 2015/2016, the Faculty of Medicine has launched an entire integrated English language program. From the academic year 2018/2019, the Faculty of Islamic Sciences started a Master Study (Islam in Europe) in English. The Center for Interdisciplinary Studies has launched 4 new master programs in a combined language (local languages and English). In the absence of an offer in English, most sub organizational units provide support to foreign students through private consultations, research, co-mentoring, and preparation of seminar papers and passing of final exams in English. In addition to foreign students, it is possible for academic staff to hold lectures at our university, enabling a more coherent link between education and harmonization of curricula. The International Cooperation Service organizes several international activities that enable extra-judicial (administrative) personnel from the field of internationalization - international cooperation offices to participate in international activities such as our International Scholarship Fair and Staff training international week in the field of internationalization.

10.3. The higher education institution strengthens the staff and financially capacities of the international cooperation services and two-way mobility of academic staff and students. This service monitors and evaluates mobility, and submits to the Senate an annual report on the mobility of academic staff and students with proposals for improvement measures.

The Central Service for International Cooperation is a part of the University of Sarajevo Rectorate that carries out the mission and vision of the University of Sarajevo through participation and cooperation at the international level. The central service was organized in a way that the vice-rector for international cooperation was appointed as a leading representative in front of the management of the University of Sarajevo. The appointed vice-rector leads the team consisting of the head of the service and expert associates. In the period 2010-2015, the University of Sarajevo was a beneficiary of the project of the King Baudouin Foundation from Belgium, whose goal was to strengthen the work of the Office for International Cooperation at the universities of the Western Balkan countries through the financing of professional associates in these jobs. In this way, by funding from a foreign fund, the university got expertly trained staff working to raise awareness of international cooperation and university openness. In recent years, due to extensive work, the Service regularly engages volunteers. In this way, providing the opportunity for students of the final years to gain experience from international projects, administrative support and other jobs through one-year volunteering and in that way provide support when applying for jobs after the completion of studies.

Furthermore, the role of the service is extended to the (sub) organizational units of the University of Sarajevo. All sub organizational units have a contact person for international cooperation in the form of a vice-deans or coordinator. In one (sub) organizational unit (Faculty of Economics), the Center for International Cooperation was established, while several of them, besides the deans, also employed administrative staff - associates (Faculty of Philosophy, Faculty of Political Sciences, Academy of Fine Arts). Communication with these contact persons is at a professional and quality level, enabling quality distribution of the necessary information to "end-users". In this way, all domestic and foreign students, academic and administrative staff from the University of Sarajevo and abroad are provided with timely information during their reporting, as well as support before, during and after the implemented mobility. Together with the vice-deans, coordinators and associates from the sub organizational units of the University of Sarajevo, the Central Service works on promotion of international programs, support when applying for grants, preparing competitions for international mobility, nominating students and staff and in accordance with program rules, carries out evaluation of incoming applications from foreign universities in cooperation with contact persons from (sub) organizational units. The work of the Service and sub organizational units is presented through the Report on the work of the University of

Sarajevo for the current calendar year, as well as through a special report on international cooperation for the current calendar year with a focus on international programs, projects, mobility, visits and accomplished cooperation. The report is submitted to the Committee on International Cooperation, the Groups, the Senate and, ultimately, to the Steering Board of the University of Sarajevo. These reports are available in the e-form on UNSA website.

Since the first concluded international agreement of 1965, there has been a need for the existence of an infra-structure that will support the implementation of international agreements. This was most pronounced in the 1990s with participation in international projects such as IPA and Tempus. The International Cooperation Service is active in promoting international mobility through various advertising media: official websites of universities: www.unsa.ba and www.erasmus.unsa.ba, then social sites such as Facebook, Instagram, YouTube and frequent appearances on radio, TV and print media. In addition to promoting domestic students and staff, the service is active in creating content for foreign students and staff in English, from various brochures, to a website providing all the necessary academic and administrative information. In order to achieve quality international cooperation, the Service is active and participates in various international seminars, workshops, information days, conferences, as well as contact seminars where it actively works on presenting the University of Sarajevo as a quality and reliable partner, using created promotional materials.

All promotional materials, instructions, as well as policies and documents are available on UNSA website (www.unsa.ba and www.erasmus.unsa.ba). The service supports the work of Buddy Network, a network of students (Erasmus alumni) who help advice and in other ways guest-foreign students. This network functions as a Facebook group and helps organize social life for international students, and helps them to make productive use of time outside the campus.

Recognizing the importance that every student has the opportunity to study at the University of Sarajevo, the Service is dedicated to providing the necessary information to all interested students in the category with special needs. The establishment of the Student Support Office focusing on special categories of students provided an opportunity for the University of Sarajevo to become an environment where everyone can study regardless of national, ethnic, racial and gender affiliation, as well as ability.

The International Cooperation Committee is an advisory body that monitors the implementation of the internationalization strategy, proposes priorities related to the conclusion of strategic partnerships, as well as measures to promote international cooperation, in particular mobility of teachers, administration and students. Also, the Committee should (in the near future) become the main carrier of the internationalization process at home by supporting the functioning of "Erasmus Cafes", as well as academic meetings (lectures organized by persons with mobility experience or other international cooperation experience).

University of Tuzla

Criterion 2 – Quality assurance procedures for study programs

By the Law on Higher Education of the Tuzla Canton, and based on the principles of higher education and autonomy of the higher education institution, it has been defined that the Senate of higher education institutions adopts study programs at the proposal of the Faculty Teaching and Scientific Council. Accordingly, the Statute of the University of Tuzla (Article 74) states that the Senate adopts study programs, i.e. curricula for undergraduate, postgraduate and doctoral studies, ie first, second and third cycle studies. Furthermore, the University of Tuzla adopted the document "Quality Assurance Policy at the University of Tuzla" [12] where Chapter 6.2. Evaluation of study programs defines the quality assurance plan of the study program. At the University, detailed procedures for proposing, accepting, monitoring and conducting study programs have been established and related to all three study cycles and apply to each study program. They are presented through the act "Procedure for adopting and evaluating study programs" [13] which, like any general act of the University, is publicly available. These Procedures at the University level regulate: - Proposal of a new study program, - Study program evaluation procedure, - Modifications and additions to the study program, and - Quality assurance of study programs.

The authorized proposer of the new study program is one or more teaching-scientific council(s) of the faculty(s) at the University of Tuzla. These Procedures require the study program to compulsory include: 1. Statement containing the information about the conducted discussion on the proposal of the study program. 2. The introductory part which provides information on: a). the reasons for launching and the goal of the study program, b). estimation of labor market needs for such staff, c). compliance with the mission of the University and the proposer of the study program, d). the comparability of a study program with related accredited programs at the HEIs in Bosnia and Herzegovina and EU countries, due to student mobility. 3. A general part providing information on: a). name and performer of the study program, b). the method of teaching and the level of the study program, c). academic/professional title acquired by the end of the study program, d). the scientific/artistic fields to which the proposed study program belongs, e). the duration of the study program, and the number of ECTS points earned by completing the study program, f). the language of the study program, g). procedures and conditions for enrollment in the study program, h). a list of compulsory and elective courses with the number of hours of instruction and the number of ECTS points, i). learning outcomes at the level of the study program, ie skills and competences acquired by qualification (diploma), j). Information on the structure of the study program and enrollment conditions in the next semester, ie the next year, and the way of completing the study program, k). Conditions of transition from other study programs within the same or related fields of study and the possibility of continuing studies, l) employment opportunities for students after graduation. 4. Description of each course on a study that contains: information on each course, such as data on the performer, associates, status of the course (obligatory or elective), year of study in which the course is carried out, ECTS credits, and the level of e-learning implementation, course objectives, a) a description of the conditions for course enrollment or input competences required for the course, b) learning outcomes at the level of the program which course contributes to, c) four to ten learning outcomes at the level of the course, d) a description of the content of the course elaborated according to the schedule of classes, e) information on how to perform teaching and student duties, f). ECTS credits awarded on the basis of students' obligations, g) data on grading and scoring of students during the course and at the final exam, h) list of required literature

available in the library or available through other media, as well as a list of supplementary literature at the time of application of the study program proposal.

The initiative for the introduction of a new study program must include descriptions and projections of the personnel, spatial and financial resources needed for the establishment and implementation of a study program. Self-evaluation and follow-up of study programs are carried out to ensure that approved programs over time adapt to the development of a particular scientific area and the development of practice in this field. At the same time, faculties/academies continually check that students adopt defined learning outcomes at a satisfactory level, and adapt teaching methods and assessing methods for learning outcomes in accordance with their performance indicators. For the purpose of regular implementation and analysis of studies it is necessary to monitor: a). plan of the study program, b). availability and availability of learning resources, c). periodic report on the performance indicators of studies, d). student evaluation of the teaching process, e). student load on the course, f). report on completed teaching, d). suitability of learning outcomes.

The University of Tuzla has clearly defined goals and learning outcomes at the level of each study program, which ensures the acquisition of knowledge, skills and competencies in accordance with the Qualification Framework of Bosnia and Herzegovina and the European Higher Education Area (FQ-EHEA). The curricula are designed to enable the development of creative thinking and research ability of students, as well as the application of acquired knowledge and skills for practical purposes.

Study programs include learning defined by international and intercultural learning outcomes. The University of Tuzla strives to make even more effort to introduce international elements into each study program. There are currently no systematized data at the University of Tuzla regarding study programs involving internationalization into educational goals, but such data exist at faculties. The number of study programs conducted by a higher education institution in English or another foreign language currently is 3: Department of English, Department of German Language and Turkish Language Department. An additional Master Degree in the Department of German Language is being prepared, which is being prepared as part of the Trilateral Cooperation project and will include the issuance of the Joint Degree Diploma with the University of Jena. Curricula and programs allow for a largely international perspective for students, as well as building global competencies and understanding of courses in the international context.

Learning outcomes clearly describe the strengths and skills that students will have at the end of the period spent at a higher education institution and are listed in the Diploma Supplement. The learning outcomes of each course are based on academic and professional needs, as well as the needs of the society and the labor market. In the process of transferring knowledge, various methods are used (case studies, projects, workshops, seminar papers, seminars, interactive learning, lectures, e-learning, etc.). University of Tuzla seeks to preserve the interdisciplinary of plans and programs by introducing new, interdisciplinary programs.

Most study programs have excellent connections with professional practice. All teaching programs are connected with schools, where practical teaching is conducted, engineers have practice in factories or production facilities, the medical faculty has practice at the Clinical Center in Tuzla. We are still working on a stronger relationship with practice in all study programs.

Criterion 10 – International Cooperation

The University of Tuzla made clear its commitments in the field of international cooperation in the "Strategic Development Plan of the University of Tuzla for the period 2011-2015." [8] in the chapters "Promotion of European Cooperation and Quality Assurance", "European

Dimension of the University and European Studies", "Internationalization of the University" and "Joint Doctoral Studies". The basic form of interuniversity cooperation of the University of Tuzla with universities in Bosnia and Herzegovina is closer and wider through the participation of professors of these universities in the teaching process at faculties/academy of the University of Tuzla or vice versa, and through joint participation in international projects and conferences. With universities from countries of the European Union and other countries of Europe and the world, cooperation takes place through educational and scientific research projects funded by various international programs (Erasmus, CEEPUS, bilateral programs, SCOPE, IPA etc.) and through joint participation in international conferences and gatherings. In interuniversity cooperation and exchange, students from our university participate in exchange programs, from which Erasmus, CEEPUS and Mevlana programs should be highlighted. The Mevlana program is being implemented in cooperation with the Universities from Turkey and financed by the Government of the Republic of Turkey. However, the total number of students participating in the exchange program is not satisfactory and it is necessary to work on creating conditions at the University in order to increase this number. The current system of work at the University evaluates and recognizes student mobility, and mobility procedures are adopted by the Senate of the University. However, there are certain obstacles that are mainly related to individual cases of recognition of study period at other universities, but they are overcome at the institutional level. The problem that is perceived as a barrier to student mobility is insufficient knowledge of foreign language of students at the University of Tuzla. Through these programs, teacher mobility is also organized. The problem that arises in this segment is connected to the teaching coverage during the period of absence of teachers/assistants from the home institution, which is solved with the appropriate distribution of classes with other employees of the Faculty.

At the University, projects are financed through the following programs [29]: - Erasmus, - CEEPUS, - FP7, - SCOPE, - IPA, - Mevlana teacher and student exchange program - DAAD Deutscher Akademischer Austauschdienst.

Mobility of students and teachers

The University of Tuzla confirmed its commitment to the development of internationalization by adopting the Internationalization Strategy of the University of Tuzla, adopted within the Erasmus STINT project, which envisages the support and strengthening of all internationalization measures, starting from mobility projects for students, teachers and administrative staff, to participation in international projects and at international conferences and similar international activities.

In accordance with the international context of study programs, students have the opportunity to complete a part of their program abroad. The University of Tuzla has 143 signed cooperation agreements with various institutions and universities in the country and abroad, as well as 26 signed Erasmus agreements.

The University of Tuzla has adopted the "Rulebook on International Mobility" [33], which was adopted by the Senate of the University. In the framework of student mobility, the administrative forms of the Study Agreement are used, signed by the home institution, the host institution and the student. All forms are defined by the Program through which mobility is realized. This contract provides for the recognition of the implemented program at the host institution by the home institution. When going to the host institution, the student carries a transcript of records, which gives the host institution the opportunity to see the realized program at the home institution. The projects of mobility JOINEUSEE Penta, Basileus, Sigma are implemented within the Erasmus Mundus External Cooperation Window [30] program - with the aim of academic exchange of students and teachers between the universities of the Western Balkans and the European Union. The exchange program is intended for students of all three study cycles, as well as for post-doctoral and administrative staff. Within the framework of the STINT project, the University of Tuzla also adopted the Rulebook on the Implementation of International Projects that regulates the procedures and

steps required for the implementation of international projects. Information on possible mobility projects is published regularly on the University website. Mobility of academic staff and students is also promoted in each study unit, especially with the aim of increasing the number of mobility. The information is published on the University website. At faculties and departments there are also coordinators for individual projects that provide support to students in applying and recognition. Each faculty also has an ECTS coordinator responsible for providing assistance before, during and after mobility. The vice-dean for SRD provides support where needed. The University of Tuzla seeks to increase the number of incoming mobility in order to strengthen internationalization. Within the framework of STINT project, a Guide for foreign students was developed and it is also located on the web site. The Office of International Cooperation is responsible for providing support to foreign professors. The faculty and department also assist the professor in every possible way.

CEEPUS (Central European Exchange Program for Higher Education Institutions) is a regional mobility program, involving the University of Tuzla. There are currently five networks for the exchange of teachers and students. The University of Tuzla has signed agreements on the mobility of teachers and students within the exchange program of Mevlana, with 10 universities from the Republic of Turkey. Under this program, students and teachers from the University of Tuzla are staying at universities in Turkey for a period of one/two semesters, and teachers for a period of a week to a month. Also, teachers from the University of Turkey come to the University of Tuzla, where they held lectures for students of our University. In addition to the above programs, scholarships for students and teachers are administered through the Office for International Cooperation, which are offered by various international programs such as DAAD, Embassies and Government of certain countries (USA, Japan, Italy, Greece, France, etc.). Within the Fulbright Program, implemented through the United States Embassy in Bosnia and Herzegovina, visiting professors from the US Universities have been visiting the University of Tuzla.

Projects implemented through the Office for International Cooperation

Ten Tempus projects were implemented at the University, where the University participated as a partner institution. Tempus projects aimed to reform the teaching process, study programs, university management, introduction of quality assurance mechanisms, all in line with the goals of the Bologna process.

Establishment of cooperation with other universities

In accordance with the ideas promoted by the Sorbonne Declaration and the Bologna process, the University of Tuzla began the reform in 2000. One of the goals of the University reform is the process of establishing cooperation between higher education institutions, in order to enable knowledge transfer, joint participation in international projects, mobility of students and teaching staff, etc. In accordance with the aforementioned, the University of Tuzla undertakes numerous activities to establish international cooperation, and as a result of these activities, the cooperation agreements have been signed with numerous universities, institutes and academies from the country and abroad. An agreement on mutual scientific-teaching cooperation between all BiH universities was also signed. The University of Tuzla is a member of the International Association of Universities [28]: - EUA - European University Association, - IUC - Inter University Center Dubrovnik - International Association of the University, Dubrovnik. - Alpe-Adria Rectors' Conference

Role and tasks of the Office for International Cooperation

The realization of international programs and projects as well as institutional cooperation at the University of Tuzla with universities and institutions abroad is coordinated and conducted through the Office for Inter-University Cooperation in the Country and abroad (Article 55 of the Statute [1]), headed by the Vice-Rector for Inter-University Cooperation in the country and abroad and which, among other things (Article 107 of the Statute [1]):

- Manages and coordinates activities at the University level regarding the establishment of the Strategy for the development of inter-university cooperation in the country and abroad and its

implementation; - investigates and identifies the possibilities for applying the University and its organizational units to scientific/artistic-research, research-development and other projects within the framework of inter-university cooperation in the country and abroad, and provides adequate and timely information; - undertakes activities and measures at the University level in order to establish optimal and desirable cooperation with other universities in the country and abroad; - initiates and coordinates at the University level the development, adoption and implementation of plans and programs of professional development of teachers and associates at other universities in the country and abroad; - undertakes all necessary activities and measures, at the University level, which provide conditions for scientific and professional contacts aimed at exchanging scientific-teaching staff and students; - Establishes cooperation with embassies of foreign countries in order to realize the interests of the University in the field of teaching-scientific / artistic and research process; - initiates and coordinates at the level of the University activities and measures, including proposals to the competent authorities, which are aimed at establishing cooperation in joint projects with universities in the country and abroad; - undertakes adequate activities and measures that are in the function of the operationalization or implementation of the concluded cooperation agreements; - proposes general and individual legal acts related to inter-university cooperation; - realize the mobility of students and academic staff; - submit at least annually a report on its work to Rector and the Senate; - participates in the preparation of sessions of the Senate; and - performs other tasks, which by their nature fall within the competence of the Office for Inter-University Cooperation, and upon the order of the Rector.

The Office for Inter-University Cooperation in the country and abroad, among other things, should:

- communicate with institutions in the country and abroad for establishing cooperation,
- participate in the implementation of the Strategy for Development of International cooperation in the country and abroad, - monitor and promote projects in BiH and abroad,
- inform faculties about projects in the country and abroad that can be applied by faculties
- provide technical support in the development and implementation of projects,
- run analytics on interuniversity cooperation between faculties and universities,
- participate in the preparation of all Project reports in progress, - prepare materials for the Bulletin of the University,
- participate in the management of activities at the organization of the Summer University,
- keep records on the exchange and stay of foreign citizens, within the framework of the agreement on interuniversity cooperation,
- keep records of the engagement of scientific-teaching staff of the University at other universities in the country and abroad,
- keep records of incoming/foreign students,
- perform correspondence with the competent authorities regarding the regulation of residence.

Information on the activities of the Office for Interuniversity Cooperation in the country and abroad and information from the domain of international cooperation of the University of Tuzla are published within the University website in the part referring to the Office [31].

Summer University

One of the traditional forms of international cooperation of the University of Tuzla now is the International Summer University of Tuzla [18], which the University of Tuzla has been organizing since 1996. Since then, every summer, students from Europe, North America and Australia come to Tuzla to hold courses in various fields of science. Also, each year, the number of students taking part in different courses from the universities in Bosnia and

Herzegovina is increasing. Summer University is organized during the summer break, that is, after completing classes and exams in a regular academic year. This provides an opportunity for a large number of students to devote themselves to this event without studying burden (lectures, exams, etc.), and to professors, free from regular academic work, to dedicate part of the summer vacation to volunteer work with students.

University of Zenica

Criterion 1 – Policy for quality assurance

Internationalization policy of the University of Zenica, as one of the key elements of its future development, is in line with the policies or strategies developed in Zenica-Dobož Canton and Bosnia and Herzegovina

The quality assurance policy at the University of Zenica with the focus on internationalization is part of the overall quality assurance policy at the University and in accordance with the basic principles defined in the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The University of Zenica is fully integrated institution and thus the policies and regulations are adopted by the Senate of the University and obligatory for all organizational units.

Strategy for international activities at the University of Zenica was partially defined by the Strategy of the development of University of Zenica for the period 2015-2020 until 3rd October 2018 when “Strategy of the -2028” was adopted by the Senate of the University of Zenica.

Before its adoption and after it has been proposed by the International Relations Office the Strategy of internationalization has been discussed within broad academic community through Quality assurance boards at the University/faculty level, ECTS boards, scientific councils and finally Senate. Besides this, students also gave their feedback on the proposed text through student representatives in all above mentioned bodies and significant feedback was given by representatives of the relevant Ministry. Only after all suggestions had been collected the Strategy was delegated on the Senate session and finally adopted.

According to the Master Plan of activities the Strategy will be monitored and reviewed every year. As all other segments of the University work, internationalization is also monitored and reviewed each year through several segments, firstly through self-evaluation report where besides report of IRO and Vice-rector all OUs and the University chairs give answers to questions on internationalization. Secondly, work also give report on international cooperation development and performance, these two reports are adopted by the Senate, Governing board, Government and Assembly of ZE-DO Canton. Thirdly, the University monitors activities on internationalization through Activity Plan created after accreditation of the Institution.

Key elements defined in the Strategy of Internationalization that will be focused in the future University work are given below:

- Elements of legal functioning and internationalization
- Internationalization and teaching process
- Scientific, research, innovation-development and professional work in the international context
- Library stock and internationalization
- UNZE international and regional cooperation
- Quality assurance and international relations at UNZE
- ICT and internationalization
- Internationalization and funding of UNZE
- Student issues and internationalization
- Master plan of activities

For the purpose of successful realization of the set goals, detailed measures and activities have been defined. These include focuses that are appropriate for further specification of the policy of internationalization of the University, monitoring the level of their fulfillment and continuous improvement in the system of internal quality assurance of the University. Among them are particularly important:

- Increased funding for activities of international cooperation
- Development and accreditation of study programmes in English.
- Membership of the University and its Members in leading international networks of higher education and use of the opportunities and advantages provided by such networks, as well as a more active part in international higher education networks where the University and its Members are already registered.
- Increased implementation of activities from signed cooperation agreements and enter into new cooperation agreements through strategic partnerships with distinguished universities and institutes abroad, and increased active participation of University employees in the implementation of these activities.
- Internationalization of curricula
- Additional motivation to professors to give their lectures in English and strengthening teaching and administrative staff language skills
- Development of activities related to international educational and research projects

The University's strategy refers to the development, implementation and improvement of all other forms of international activities (mobility of students and teaching staff, projects, bilateral agreements, joint programs, etc.).

Students' and teachers' mobility is one of Therefore, it actively tries to promote and participate in all international programs that provide financial support, such as Erasmus Mundus, Mevlana, CEEPUS and recently Erasmus+ programs. Much attention is paid to the programs which are offered by some of the foreign embassies in our country. Bosnian DAAD office, US Embassy, Embassies of Turkey, Japan and other friendly countries periodically present their scholarship programs at the University. A particularly good success rate is evident with the DAAD scholarship programs which enabled a significant number of our teachers to spend a part of their education in Germany.

In order to improve students and staff mobility the University has developed Rulebook on mobility which was adopted by the Senate of the University and thus became obligatory for all OUs, it has also developed and adopted Rulebook on ECTS and key documents for implementation of mobilities and ECTS system (Learning agreement, Student application for studying abroad, Student request for ECTS recognition, Decision on ECTS recognition).

Key role in developing, coordinating and monitoring of internationalization of institution is in the Vice-rector for International Cooperation and Quality Assurance, International Relations Office and vice-deans at the Faculty level, also important role in the segment of student mobility is given to ECTS coordinators.

When it comes to internationalization of UNZE work, there is definitely a lot of room for improvement, besides numerous successes. Primarily this includes raising interest among foreign students for study at UNZE and life in Zenica. Today, this percentage is symbolic (cca 1% of current student population at UNZE) and it is mostly populated by students from the Department of Turkish language and literature.

Before the war in 1992 Faculty of Mechanical Engineering and Faculty of Metallurgy each year enrolled 10-20 foreign students and there were about several hundreds of foreign students or 10-15% of total student population. For additional feature to the diverse work of UNZE (social, political, financial, quality, cultural etc.).

There is also a lot of space for employment of professors from the region, Europe and the world and which could spend a semester or academic year at UNZE. This would provide them with the opportunity to participate not only in teaching but also to participate in research and innovation activities. In this respect certain teaching cycles should be taught in English and other world languages both by domestic and visiting teaching staff.

UNZE and OU management should continue devoted work on the development of international networks for participation of UNZE and its departments in order to obtain maximum internationalization and mobility in upcoming years. This should encompass at least 5% of student population in the I cycle, 10% of the students from II cycle and 50-100% of students from III cycle (at least 3 months long stay or 15 ECTS). Similar goals should be set both for teaching staff and students. For these purposes use available programs such as Erasmus+, COST, Horizon 2020, DAAD, Fulbright etc.

Internationalization of work and cooperation with foreign partners will yield remarkable results in the area of organizing international scientific conferences (currently more than 10 led by OUs of UNZE), but it also should be worked on internationalization and indexing of magazines published or that will be published by UNZE, on acquiring notable scientists for program and review boards and obtaining appropriate scientific metric factors (impact factor, h-number etc.).

Criterion 10 – International Cooperation

Ever since its establishment, the international cooperation has been one of the strategic goals in the development and an important part of activities of the University of Zenica. Nowadays, it is mostly based on the improvement of previously established, pre-war, relationships created between individuals, faculties and the Institute with various partners. This is further intensified through the cooperation with new partner institutions across the world. This all resulted in numerous contracts which helped the University define its relationships with important international academic institutions.

Namely, apart from active participation in the regional development and research activities, the University also embraced one of the leading roles in the promotion of open attitude towards regional and world universities this resulted in numerous bilateral protocols of cooperation

Main policy of the University when it comes to the development of new partnerships is to define concrete activities, to find partners that willing to invest in cooperation.

Key activities and cooperation protocols. International and inter-university cooperation of the University of Zenica is one of the key premises in the quality assurance at UNZE. The Office in charge of these issues has a task to coordinate activities and development of international relations with partner universities and other teaching, research and other partner institutions and networks for cooperation from Europe and the World. Our mission is to strengthen internationalization at University of Zenica and to present this institution as contemporary university following completed conditions and standards of quality in education and scientific and research activities.

In the previous years, key activities related to international cooperation with the aim of improvement of staff and student mobility were

- Development of international relations with partner universities in the world;
- Development of activities related to international educational projects (information about published announcements and help to organization units in preparation of international project applications);
- Cooperation with organization units of the University of Zenica aiming at improvement of conditions for international activities;

- Coordination and organization of activities for signing protocols of cooperation
- Organization of visits from foreign embassies in BiH to University of Zenica, as well as other organizations dealing with promotion of scholarship programs (Embassy of the USA, Great Britain Embassy, Embassy of Italy, Embassy of Hungary, Embassy of Czech Republic, Erasmus office in BiH)
- Promotion and encouraging student mobility (meetings with Students Union/representatives of Faculties of the University of Zenica; presentation of scholarship and exchange programs, individual consultations with students);
- Continuous presentation of scholarships, conferences and other international projects for students and teaching staff;
- Assistance to students in application for international exchange programs/scholarships;
- Continuous preparation of web presentation about programs of international cooperation and information delivered by fax or postal service;
- Participation in workshops, seminars and info days
- Organization of info days at the University
- Participation in the media
- Developing course catalogue in English
- Organization of buddy system at the University.

Mobility of students and staff. Mobility within the international mobility programs available at the University of Zenica is conducted in accordance with the procedures of specific programs (ERASMUS +, ERASMUS MUNDUS, MEVLANA, CEEPUS, etc.). The procedures are clear, transparent and publicly available on the official website of the University. With the aim of improving the mobility of students, teaching and administrative staff the University adopted Rulebook on Mobility which defines rights and obligations of all participants but also procedures. Mobility programs at the University level are implemented and administered by the Office for International Cooperation in cooperation with Organizational units. All calls are published on the University website and on the FB page of the Office for International Cooperation.

All students of I cycle of the University who have achieved a minimum of 48 ECTS credits that is, they have the right to enroll in the second year of the study program can apply for mobility, as well as regular students of II and III cycles. Also, all permanent employees of the University from among the academic and administrative staff have the right to apply for mobility, in accordance with the procedures of the mobility program. The call for mobility of staff and students is published on the University website and includes: deadline for application, duration of mobility, valid mobility period, and number of available places. Also, the published call includes the documents that should be submitted when applying for mobility. The Decision on Criteria for selection of candidates within the Erasmus + program enables a transparent and fair selection of employees and students on mobility within the Erasmus+ program. Erasmus faculty coordinators were appointed at all faculties to facilitate the application process for student mobility.

When concluding a learning agreement or training agreement for outgoing students the role of faculty coordinators is to perform a comparison and assessment of the compliance of the learning outcomes of the study programs of the home institution and the host institution in accordance with the provisions of Annex I of the Rules on Mobility. Once the Learning Agreement has been signed it is guaranteed to a student that all outcomes and ECTS credits will be automatically recognized when the students comes back from the mobility period.

Mobility data is entered in the Index, the Diploma Supplement and the register. An outgoing student has the right to verify the semester after returning from mobility.

The most important documents for this process are:

- Rulebook on Mobility
- Rulebook on ECTS

- Learning Agreement
- Certificate of Attendance
- Transcript of Records

The University of Zenica as an open institution in the mobility process also insists on equal treatment of all. We offer conditions for different student categories (foreign students, students with developmental difficulties, extraordinary students, employees, etc.) regardless of their national, ethnic, and racial or gender background.

The mobility process is lead and coordinated by the Central Office for International Cooperation which is a part of the Rectorate ,with the vice-rector for international cooperation appointed as a leading representative in front of the management, and together with vice-deans and coordinators at the Faculty level they carry out the mission and vision in this segment of the University.