



INTERNATIONAL
UNIVERSITY OF SARAJEVO

20
Years

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Action Plan of the Implementation of Recommendations and Improvement of the Quality System at the International University of Sarajevo (IUS) for the period 2024 - 2029

after conducted re-accreditation of International University of Sarajevo (IUS)

(Decision of the Ministry for Science, Higher Education and Youth of Canton Sarajevo No.: 27-03-34-5641-12/24 from
24th July, 2024)

September 30, 2024



1. CRITERION 1. QUALITY ASSURANCE POLICY							
	RECOMMEN- DATIONS	ACTIONS	EXPECTED OUTCOMES	RESOUR- CES	RESPONSIBLE UNIT ¹	SUPERVI- SION ²	DUE DATE ³
1.1	Revise and supplement the indicators of the IUS Strategic Plan 2022-2026 against their measurability and clarity for monitoring purposes	Analyse current indicators and strategy implementation reports and make proposal of the indicators' adjustment	Updated IUS Strategy, adopted and published on the web Reporting succession in accordance with the renewed Action Plan	University resources ⁴	<u>Strategic Management Body (SMB)</u> in cooperation with Quality Assurance Office (QAO)	Revised Action Plan needs to be approved by the Board of Trustees (BoT).	JUNE 2025
1.2	Ensure more active participation of the external stakeholders ⁵ (alumni and industry) in the quality assurance system in general, but especially during creation of key university documents	Activity Leader: Analyze and determine who are IUS key external stakeholders. Create Alumni group by using LinkedIn to exchange information and opinions. Maintain active communication with external stakeholders (alumni and industry) while creating important internal documents (Strategy etc.). Conduct regular stakeholder surveys. Create Advisory Boards for Quality per Faculties. Periodically organize events with key stakeholders (round tables, advisory meetings, etc.).	QA system is enriched with an established system of cooperation with external stakeholders (alumni and industry) whose feedback is used for informing IUS improvement planning	University resources	<u>QAO and University Communication Office (UCO)</u> in cooperation with all academic and administrative units	Rector	JUNE 2028
1.3	Create an action plan for the <i>Internationalization Strategy</i>	Analyse current <i>Internationalisation Strategy</i> and develop an Action Plan including indicators, target values, activities, timelines, and responsibilities	Progress annually measured through the established indicators, and report included in the overall	University resources	<u>Vice Rector for Research and International Relations</u> in cooperation with International	Rector	JUNE 2025

¹ ACTIVITY LEADERS are underlined in the table.

² SUPERVISION: This individual/unit is responsible for overseeing the progress of activities and ensuring they stay on course to achieve their goals. The Activity Leader must report on the progress of activities and notify if they encounter any obstacles.

³ DUE DATE represents the final deadline by which a recommendation has been fully completed by the institution. However, the actions toward completion of a certain recommendation should commence earlier and its progress reported to QAO every year no later than October 30, in line with the mandatory yearly reporting to the Ministry for Science, Higher Education and Youth of Canton Sarajevo. The Report must be submitted to the QAO by activity leaders, in English and Bosnian.

⁴ UNIVERSITY RESOURCES means human and technical resources at disposal, without a necessity for additional funding.



		Establish cooperation with universities in English-speaking countries	Strategic Plan 2022-2026 implementation report		Relations Office (IRO), Office of Sponsored Projects (OSP), Research and Development Center (RDC), Double Diploma Coordination Center (DDCC), Innovation and Entrepreneurship Center (IAE), Deans and external stakeholders		
1.4	Develop a Strategy for Scientific Research and align it with the <i>European Charter & Code for Researchers (EURAXESS), HR Excellence in Research</i> , or the requirements of the ORCID database (https://orcid.org/)	Perform mapping of the current IUS capacities for research (human resources, technical capacities. etc) and analyse the data through SWOT or similar methodology Analyse the requirements for access/membership in the scientific data bases. Based on the conclusions, and IUS strategic orientation create the Research Strategy	Strategy for Scientific Research adopted. Applications for membership to the <i>EURAXESS, HR Excellence in Research</i> and the ORCID database submitted. Progress annually measured through the established indicators and included in the overall Strategy implementation report	University resources	<u>Vice Rector for Research and International Relations</u> in cooperation with Deans, IRO, OSP and RDC	Rector and Senate	JUNE 2028
1.5	Update The Code of Ethics	Analyse the Code of Ethics (2011) and review performance/ reports of the Ethical Committee in the last decade. Carry out interviews with former and current members and make a draft proposal of the new regulation	The Code of Ethics updated and adopted by the Senate	University resources	<u>Dean of the Faculty of Law (FLW)</u> in cooperation with General Secretariat (Legal and Human Resources Office), academic representatives and QAO	Rector and Senate	DEC 2025



2. CRITERION 2. DEVELOPMENT AND APPROVAL OF STUDY PROGRAMS							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNIT	SUPERVISION	DUE DATE
2.1	Consult representatives of industry and practice in the development and revision of new and existing study programs through surveys.	Conduct a SWOT analysis of the current practices of consultations with industry and students in development and revision of Study Programs. Evaluate the current cooperation with students (SPIUS) and develop strategies to enhance the effectiveness of the collaboration process. Identify areas of success and those needing improvement. Check existing study programs procedures and involve students actively in the development and revision of study programs, especially in development of new study programs' procedures. Form panels consisting of students from various study cycles to provide feedback and suggestions on the curriculum. This could be done annually and involve students in surveys, workshops, or brainstorming sessions to share their perspectives on course content, relevance, and delivery.	Developed tools/ strategies for active involvement of representatives of industry and students in the revision of existing study programs/ creation of new programs Integrate recommended consultation with external stakeholders and students when revising existing study programs	University resources	<u>Deans</u> in cooperation with QAO, Student Parliament of the IUS (SPIUS), OSP, UCO, Lifelong Learning Center (IUS Life)	Vice Rector for International Cooperation and Research	DEC 2025
2.2	Engage students actively in the development and revision of new and existing study programs						



		Engage with key stakeholders, and jointly define the cooperation method. Create metrics for performance monitoring					
2.3	Develop a competence matrix for all study programs to assess how learning outcomes at the level of individual subjects contribute to overall qualification outcomes	Develop/ update competency matrix for all study programs	Competency matrices developed for each study program	University resources	<u>Faculties</u>	Rector	JUNE 2025
2.4	On the website, where appropriate, list institutions or organizations with which agreements for internships are signed.	Check and collect all existing lists of institutions or organizations with which IUS has an agreement for internships signed, update the list and publish the updated list on the IUS web site	List of institutions or organizations with which IUS has an agreement for internships signed updated and published on the IUS web site	University resources In case of visiting companies, additional resources need to be provided	<u>Vice Rector for International Cooperation and Research</u> in cooperation with UCO - Student and Career Center (SCC), IUS Life, Faculties, IAE, SPIUS, IUS Business Excellence Center (BECIUS)	Rector	JUNE 2028
2.5	Enable multiple internships (Law Faculty, English Language)	Explore new possibilities for internship to cover all disciplines					
2.6	Enable a greater number of elective courses, especially in the second and third cycles	Analyse current demand/offer and propose elective course offer	Greater number of elective courses offered in the postgraduate level	University resources	<u>Faculties</u> in cooperation with Postgraduate Council and SPIUS	Rector	DEC 2027



3. CRITERION 3. STUDENT-ORIENTED LEARNING, TEACHING AND EVALUATION							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNIT	SUPERVISION	DUE DATE
3.1	Enhance and expand international cooperation activities	Collect specific data about current international cooperation activities and set short- and long-term goals. Establish cooperation with international universities. The activities should be matched with those under 1.3	International cooperation activities enhanced and expanded	University resources Additional budget needs to be determined in line with the projected activities	<u>Vice Rector for Research and International Relations</u> in cooperation with IRO, OSP, RDC, DDCC, IAE, QAO, Deans and external stakeholders	Rector	JUNE 2028
3.2	Make the <i>Regulation on Participation in Exchange Programs</i> publicly available via the website	Review the Regulation on Participation in Exchange Programs, and renew accordingly, with focus on exchange opportunities for students and staff with disabilities	Regulation on the Exchange Programs available on the web site	University Resources	<u>Dean of the Faculty of Education (FEDU), and IRO</u> in cooperation with HR, Student Affairs Office (SAO), UCO-SCC, DDCC, Distance Learning Center (DLC) and SPIUS	Vice Rector for International Cooperation and Research	DEC 2025
3.3	Carefully formulate the <i>Regulation on Student Exchange</i> , particularly concerning exchange opportunities for students with special needs						
3.4	Establish a buddy system for new students and staff	Design the process of buddy system based on voluntary engagement of students and staff Update the existing IUS Induction Policy Determine tasks and expected outcomes Decide on rewarding system for volunteers	Buddy system in place	University resources and additional budget for rewarding system	For students: <u>SAO</u> in cooperation with SPIUS and UCO – SCC. For staff: <u>HR</u>	General Secretary	JUNE 2027

4. CRITERION 4. ENROLLMENT AND ADVANCEMENT OF STUDENTS, RECOGNITION AND CERTIFICATION							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNIT	SUPERVISI-ON	DUE DATE
4.1	The student-to-faculty ratio has been increasing in recent years, necessitating further enhancement through an increase in the number of academic staff	Analyse current and future needs for academic staff profiles Make a thorough analysis and predictions of headcounts Develop employment plans that go beyond the dynamic plan framework and short-term needs	Decreased of student- to-faculty ratio by more hires of academic staff	To be determined after completed analysis and proposal of staff number	<u>HR</u> in cooperation with Deans	Board of Trustees and Rector	JUNE 2028
4.2	It is recommended to expand the rules and procedures for recognizing acquired qualifications through other forms of learning, such as various forms of informal learning.	Make research on the legal context Analyse best practices of other higher education institutions in BiH	The rules and procedures for recognizing acquired qualifications through other forms of learning	University resources	<u>Legal Office</u> in cooperation with IUS Life	Rector	JAN 2027
4.3	Develop recommendations for recognizing micro-credentials that validate learning outcomes after short learning experiences, such as short courses or training						
4.4	Establish a link on the website for the Office of Recognition of Qualifications (CIP)	Establish a link on the website, taking into consideration its placement in consideration to interested parties	The link to the Office of Recognition of Qualifications (CIP) established	University resources	<u>Legal Office</u>	Vice Rector for General Affairs	DEC 2024
4.5	Work on finalizing drafted guidelines and procedures, with mandatory consultation with experts and current legal acts in the field of inclusion and rights of persons with	Review current draft of the inclusion guidelines. Analyse best practices of other higher education	Guidelines and procedures officially accepted by the Senate	University resources and external expert fees	<u>FEDU Dean and SAO</u> in cooperation with Legal Office, SPIUS, alumni with disabilities	Vice Rector for General Affairs	JUNE 2025



	disabilities	institutions in BiH and EHEA. ⁶ Take expert advice as deemed necessary. N.B. joint efforts should be invested on realisation of activities listed under 3.2 and 3.3.			and external experts		
4.6	It would be desirable to provide additional training to all staff, especially teaching staff, on methods of working with people with various types of disabilities when the need arises.	Carry out needs assessment of students with disabilities. Map current in house capacities to provide the training. Hire expert(s) to deliver training to staff or provide staff with training outside the university, as appropriate	Training successfully provided to staff.	University resources and additional budget for training delivery	<u>HR</u>	Vice Rector for Academic Activities and Students' Affairs	JUNE 2027

⁶ European Higher Education Area



5. CRITERION 5. ACADEMIC STAFF							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNIT	SUPERVISION	DUE DATE
5.1	The ratio of in-house academic staff to external collaborators should be improved in favour of in-house staff	Analyse the current situation and establish the baseline and feasible objectives.	Ratio of in-house academic staff to external collaborators improved in favour of in-house staff	To be determined after completed analysis and proposal of staff number to be hired	<u>Dean of the Faculty of Arts and Social Sciences</u> in cooperation with other Deans, HR, Double Diploma Coordination Center (DDCC) and Distance Learning Center (DLC)	Rector and Board of Trustees	JUNE 2028
5.2	Due to the increase in the ratio of students to academic staff, it is recommended to plan reductions in this ratio through the hiring of academic staff	Make a multi-year projections of staff profiles N.B. Actions taken should be in line with 4.1					
5.3	Adjust the ratio of administrative to academic staff according to standards and norms in the field of higher education	Make thorough research of applicable standards and norms in the field of higher education. Make a report on the findings Analyse the number of employed administrative staff in relation to academics and plan according BH standards and norms. Make a review of the current job classification and suggest measures for improvement. Present conclusions and methods of improvement as necessary.	Current ratio of administrative to academic staff reduced. Number of academic staff increased	To be determined after completed analysis and proposal of staff number to be hired	<u>General Secretary</u> in cooperation with HR	Rector and Board of Trustees	JUNE 2028



5.4	It is necessary to use more measurable quantitative data on the effectiveness of conducted professional development activities for academic staff	Create a <i>Book of Rules on Professional Development Planning Procedure</i> . Design metrics to measure effectiveness of conducted professional development activities for academic staff. Develop self-reporting professional development trends surveys (preferably digital)	Effectiveness of conducted professional development trainings is measured by more quantifiable metrics	University resources	<u>Dean of the Faculty of Engineering and Natural Science (FENS) and HR</u> in cooperation with Faculties	Vice Rector for General Affairs	DEC 2025
5.5.	Relative to the total number of promotions of academic staff, increase the tendency in the upcoming period to involve at least one committee member from outside the institution	Calculate and make predictions of number of yearly promotions in the reference period. Propose draft budget for at least one committee member from outside the institution	Committee members outside of IUS involved in the IUS academic staff promotion	To be determined after completed analysis and proposal of experts to sit in the committees.	<u>Vice Rector For General Affairs</u> in cooperation with HR and Faculties	Rector	DEC 2025

6. CRITERION 6. RESOURCES FOR LEARNING AND STUDENT SUPPORT							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNITS	SUPERVISION	DUE DATE
6.1	Compared to data from the previous accreditation, the total number of library units has decreased, so it should be increased in the future	Based on the analysis and need assessment from various stakeholders make a plan of Library Improvement	Library Improvement multi-year Plan with designated budget approved by the Rector and Board of Trustees	University resources and additional budget as per the approved plan	<u>FEDU Dean and Library Manager</u> in cooperation with faculty, OSP, RDC, IT University Center and SPIUS	Vice Rector for International Cooperation and Research	JUNE 2026
6.2	Perform an analysis/evaluation of how many library units are provided in the library compared to those planned in the curricula by study programs	Design the system (preferably digital) to periodically collect programs' requests for updating the available type and number of library units					
6.3	It would be desirable to subscribe to international scientific journals and research databases to encourage student research and enable faculty to keep abreast of trends in their field						
6.4	Provide audio books for specific categories of students who require them						
6.5	The website of the International Relations Office needs to be updated to provide information on signed memoranda of cooperation with other higher education institutions or exchange programs	Analyse and decide what information should be displayed to be useful to various stakeholders (i.e. students, research partners, etc)	Website improved and regularly updated	University resources	<u>IRO</u> in cooperation with UCO	Vice Rector for International Cooperation and Research	JUNE 2026
6.6	It would be desirable to enter into agreements with companies to use various practical rooms and laboratories for students from different study programs to enhance their practical skills	Plan new agreements with companies to enhance student practical skills. Map the existing resources/equipment and make a plan to use them in a better or innovative way.	New agreements with companies realised	University resources	<u>Faculties</u> in cooperation with UCO-SCC	Vice Rector for Academic Activities and Students' Affairs	DEC 2026



6.7	Continue investing in research and professional equipment	<p>Activities to meet this recommendation should be matched with creating <i>Strategy of Scientific Research</i> (see 1.4).</p> <p>Create a multi-year Plan for investment in IUS research and professional equipment as per the <i>IUS Strategic Plan 2022-2026</i>.</p> <p>Programs' requests for updating instructional and research tools and resources regularly collected</p> <p>Continuation of allocating funds for purchasing and maintaining advanced research and professional equipment</p>	<p>Create a system to support that programs' requests for updating instructional and research tools and resources regularly collected</p> <p>Continuation of allocating funds for purchasing and maintaining advanced research and professional equipment.</p>	University resources and additional budget as per the approved Plan on Scientific Research investment	<u>Vice Rector for International Cooperation and Research</u> in collaboration with RDC, OSP, Faculties, IUS Life and Library	Rector and Board of Trustees	JUNE 2028
6.8	Continue infrastructure investments in the campus	Mapping existing resources. Continuation with already planned activities. This activity should match with persons with disabilities plan of action and scientific strategy, investing in library, research facilities; 1.4, 4.5, 6.1- 6.4, and 6.7	Continued infrastructure investments in the campus	University Resources , Capital investment multiyear budget	<u>Strategic Management Body (SMB)</u> in cooperation with SPIUS	Board of Trustees	JUNE 2028



7. CRITERION 7. INFORMATION MANAGEMENT							
	RECOMMEN- DATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNITS	SUPERVISI- ON	DUE DATE
7.1	Within the established quality assurance system, it is necessary to implement the obligation to inform students about the survey results	Make analysis of the level of data to be useful to students to close feedback loop. Make decisions on channels of distribution, timeline and responsibilities Monitor the process and make corrections as necessary.	Students are regularly informed about the results of the student survey and measures to be taken	University resources	<u>Vice Rector for Student Affairs</u> in cooperation with SPIUS, QAO	Rector	JUNE 2027
7.2	Enhance the information system to enable automatic generation of a predefined set of quality indicators	Design the information system and make it fully functional	Quality indicators defined. Information system enhanced and in place. E-Campus system updated in line with quality indicators and recommendations from the QAO	University resources	<u>University IT Center</u> in cooperation with QAO	Rector	JUNE 2026



8. CRITERION 8. INFORMING THE PUBLIC							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNITS	SUPERVISION	DUE DATE
8.1	The website needs to be updated and missing links to certain documents and regulations listed in the Self-Evaluation Report need to be established	Check complete IUS website Update it with missing links. Establish a regular system of monitoring the web site (Editorial Committee)	The web site is being restructured, modernised and regularly monitored and updated. Editorial Committee established	University Resources	<u>Dean of the Faculty of Business and Administration (FBA) and UCO</u>	Vice Rector for General Affairs	DEC 2024
8.2	Establish a stakeholder forum as a mechanism for collaboration with the industry	Establish stakeholders' forum as a mechanism for collaboration with the industry This activity should be matched with activities under 1.2.	Stakeholders' forum established and stakeholder related events regularly organized at IUS	University Resources	<u>UCO-SCC</u> in cooperation with Faculties	Vice Rector for General Affairs	JUNE 2027
8.3	Continue efforts to improve visibility on the Webometrics ranking list for Bosnia and Herzegovina	Analyse webometrics methodology. Create a Plan with S.M.A.R.T. ⁷ objectives and measure for improvement. This activity should be matched with activities under 1.4.	IUS ranking improved on webometrics ranking	University Resources and additional budget as per the planned activities	<u>Strategic Management Body</u> in cooperation with QAO	Rector	JUNE 2027
8.4	Continue activities to establish an Alumni Club at the University level, through which panels, forums, round tables, alumni and employer surveys can be organized to review study programs and establish new ones	Continue with establishing an Alumni Association at the University level, through which panels, forums, round tables, alumni and employer surveys will be organized in order to review study programs and establish	Alumni Club at the University level established, Panels, forums, round tables, alumni and employer surveys occasionally organized	University Resources and additional budget as per the planned activities	<u>UCO-SCC</u> In cooperation with Faculties, IAE and QAO	Vice Rector For General Affairs	JUNE 2027
8.5	Enable alumni to	and establish					

⁷ SMART: Specific, Measurable, Achievable, Relevant and Time-bound.



	register within the alumni module, providing their employment information to establish a world map showing where IUS graduates are employed	new ones					
8.6	It would be desirable to initiate activities to establish an incubator center at IUS	Plan of incubator center establishment	Incubator center establishment has been initiated at IUS	University resources plus additional budget as per approved plan	<u>Innovation and Entrepreneurship Center (IAE)</u> in cooperation with General Secretary	Rector	DEC 2026
8.7	It would be desirable to encourage students to create podcasts or short videos about their studies at IUS on internet platforms to attract external stakeholders	Plan for podcasts creation or short videos about student life at IUS	Podcasts or short videos about student life at IUS published IUS promotion enhanced by activities such as digital marketing campaigns, video promotion, public relations and media outreach, events and conferences, print and online advertising, community engagement and increased participation in education fairs and events	University resources	<u>UCO</u> in cooperation with SPIUS	Vice Rector for General Affairs	JUNE 2026



9. CRITERION 9. CONTINUOUS MONITORING AND PERIODIC REVISION OF PROGRAMS							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNITS	SUPERVISION	DUE DATE
9.1	Prepare annual analyses for each study program individually, identifying all changes and improvements	Analyse each study program annually by identifying all changes and improvements	Measures for improvement identified and further used in the process of planning	University resources and additional funds as per approved plan	<u>Faculties</u> in cooperation with DDCC, Distance Learning Center, QAO, alumni, and industry	Vice Rector For Academic Activities and Student Affairs	DEC 2027
9.2	Establish a mechanism for surveying students University-wide regarding the alignment of workload and ECTS credits per individual courses.	Establish a mechanism for surveying students University-wide regarding the alignment of workload and ECTS credits per individual courses	Mechanism for surveying students University-wide regarding the alignment of workload and ECTS credits per individual subjects created and applied	University Resources	<u>Vice Rector For Academic Activities and Student Affairs and Faculties</u> in cooperation with SPIUS, DDC, University IT Center and QAO	Rector	DEC 2027
9.3	Conduct an analysis of the employability of University graduates in collaboration with the Employment Bureau of the Federation of Bosnia and Herzegovina	Conduct an analysis of the employability of IUS graduates	Analyses of the employability of IUS graduates conducted, Corrective measures undertaken.	University Resources	<u>UCO-SCC</u>	General Secretary	JUNE 2027

10. CRITERION 10. PERIODIC EXTERNAL QUALITY ASSURANCE							
	RECOMMENDATIONS	ACTIONS	EXPECTED OUTCOMES	RESOURCES	RESPONSIBLE UNITS	SUPERVISION	DUE DATE
10.1	Continue with periodic external quality assurance	Plan and provide for professional development trainings of administrative staff in ISO standards implementation	Annual Plans of GS and Faculties adopted, and a budget ensured for the purpose	University resources and additional multi-year budget projection (depending on planned activities.)	<u>Vice Rector for General Affairs</u>	Rector, Board of Trustees	JUNE 2025
10.2	Due to a large number of international students returning to their countries of residence, and to enhance international recognition and better diploma recognition of IUS, it would be desirable to continue efforts to follow up on pursuing activities to apply for international accreditation of study programs/higher education institution with internationally recognized accreditation agencies	Plan and provide for professional development trainings of academic staff in QA standards and practical implementation Continue with more regular self-evaluation activities and internal audits. Invest in external trainings to the Management and QA Office staff. Provide resources for process digitalisation. Conduct external QA	Accreditation /certification completed successfully		<u>General Secretary</u> <u>Deans/ Faculty councils</u> In cooperation with IT University Center and QAO		

Action Plan Approved by:

Rector of International University of Sarajevo (IUS), Prof. Dr. Ahmet Yildirim

Signature:



Document version 1