



INTERNATIONAL UNIVERSITY OF SARAJEVO

**INSTITUTIONAL SELF-EVALUATION REPORT
INTERNATIONAL UNIVERSITY OF SARAJEVO (IUS)**

APRIL 2025

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Summary

Twenty years since its establishment, the International University of Sarajevo (IUS) has developed very intensively. The swift and strategically targeted growth of IUS has gradually gained visibility and recognition across various fields of education, research, art and community service. Sustained strategic effort in enhancing quality of teaching, research and infrastructure resources has been recognized by students and other important stakeholders. This is evident in improved positioning on internationally acknowledged rankings, and an increase in the number and diversity of qualified domestic and international staff and students. In 2024, IUS recorded its largest increase in the number of students since its foundation. At the same time, IUS achieved a high ranking in international university rankings, such as SCImago Institution Ranking, Webometrics, and Times Higher Education (THE) Impact ranking. Furthermore, IUS is enlisted in EQAR, a crucial factor in the recognition of qualifications within the European Higher Education Area (EHEA). IUS introduced ISO 9001:2015 Quality Management System (QMS) standards and improved the management of administrative processes. According to the IUS Stakeholders Satisfaction Survey, (QA, May 2024), 82% of students would recommend studying at IUS to others (friends, family members, etc.), while 87% of academicians would highly recommend IUS as a top place to work at. Strong financial management practices have brought the university close to achieving sustainability. The current expenses of the University are primarily funded by tuition fees, with the Founder covering a smaller portion. In 2023, IUS financed 90% of its expenses through its own revenues, with the remainder being supported by the Founder. Worthwhile mentioning is that IUS has begun to generate income from scientific research projects as well as industrial projects. Enhancing income from these sources is one of IUS's strategic goals. IUS dedication to internationalization and diversity has been reflected through numerous activities aimed at international mobility, research cooperation through projects, and joint studies. The establishment of joint studies (Double Diploma) with renowned universities has been launched with Istanbul Technical University, Istanbul University and Marmara Health Sciences University. As a socially responsible institution, IUS actively implements targeted measures to contribute to global well-being through the realization of the UN Sustainable Development Goals (SDG). As a non-profit higher education institution, and, despite all challenges, IUS has remained true to its original goal by reaching out to young people in the region, keeping tuition fees low, and providing scholarships to most students. Through these contributions, IUS promotes peace in the region and fosters peaceful coexistence in multicultural environments. In essence, IUS serves as an educational and research hub, preparing students from various international conflict zones to look to the future with peace and hope.

1. Contact Information

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2. Institutional History

The full name of the University is: INTERNACIONALNI UNIVERZITET U SARAJEVU - INTERNATIONAL UNIVERSITY OF SARAJEVO. The abbreviated name of the University is: IUS. (hereinafter: IUS or University). The University was founded by the Foundation for the Development of Education (hereinafter: the Foundation) in 2003. IUS is the largest private (foundation) university in Bosnia and Herzegovina (BiH). The University offers quality education to domestic and foreign students in all three study cycles, while teaching and all official communication takes place in English Language. The University carries out higher education activities in accordance with the decision on establishment and accreditation, obtained by the Ministry of Science, Higher Education and Youth of Sarajevo Canton (hereinafter: Ministry), and in accordance with the Law on Higher Education in Sarajevo Canton (hereinafter: Law). The University is listed in the Bosnia and Herzegovina Register of Accredited Higher Education Institutions, with the current accreditation valid until 2029. IUS continuously improves its scientific and educational resources and infrastructure, and works on innovating its study programs, aligning them with the labour market needs and technological advancement. IUS encourages internationalization through participation in scientific research and development projects, providing opportunities for mobility of students and staff and supports cooperation with renowned universities through, *inter alia*, double diploma programs. To maintain the quality of its processes, IUS employs a comprehensive approach that integrates three interconnected instruments: an internal quality assurance system, internal audits, and risk management. The institution adheres to a performance-based and agile governance model, ensuring that its processes align with the PDCA (Plan, Do, Check, Act) methodology, thereby consistently striving for continuous improvement. IUS spent a total of EUR 5,739,154 in 2024 for the fulfillment of its educational and supportive services. When looking at the budget size, the year 2024 was completed with a total budget of EUR 6,531,067 and the expenditure realization rate reached 87%.

Based on the data from December 2024 IUS includes:

- **University governance structure:** Founder, Board of Trustees, Rector and 3 Vice Rectors, Senate, Secretary General and 2 Deputies of General Secretary.
The governance model is supported by different bodies, councils, committees, such as: Strategic Management Body, Ethics Council, University Council, Graduate Council. Faculty bodies are: Faculty Council, Dean, and other professional and advisory bodies: Vice-Dean(s), Dean's Council and Program Council.
- **Six faculties**, as follows:
 - Faculty of Arts and Social Sciences (FASS),
 - Faculty of Engineering and Natural Sciences (FENS)
 - Faculty of Education (FEDU)
 - Faculty of Management and Public Administration (FBA)
 - Faculty of Law (FLW)
- Faculty of Medical Sciences (*newly established in 2024*)
- Library
- Strategic Development Office (SDO) (former Quality Assurance Office (QAO))
- 2491 students in all three cycles of study

- 21 bachelor programs, 18 double diploma programs, 19 master and 9 programs in doctoral studies.
 - 191 staff members, including 91 academic staff members (including full time, part time and visiting professors), 100 administrative (full time employees in administration, technical support and staff members of Lifelong Center and English Language School).
 - **Ten centers and an art gallery**, as follows:
 - Research Development Center (RDC)
 - Information Technology (IT) Center
 - Lifelong Learning Center (LLC) and Preparatory English Language School (ELS)
 - Student and Career Center (SCC)
 - Basketball club of the International University in Sarajevo – “IUS Wolves”
 - Distance Learning Center (DLC)
 - Student’s Psychological Counselling Center
 - Balkan Studies Center (BSC)
 - IUS Innovation and Entrepreneurship Center (IAE-IUS)
 - Double Diploma Coordination Center (DDCC)
 - IUS Art Gallery
 - **Secretariat:**
 - Student Affairs Office (SAO)
 - Graduate Office
 - Finance Office
 - Human Resources Office (HR)
 - International Relations Office (IRO)
 - Office of Sponsored Projects (OSP)
 - University Communication Office (UCO)
- IUS overall operations, monitoring and evaluation processes are supported by:**
- Strategic Management Body (SMB)
 - University Council/Internal Quality Assurance Committee (IQAC)
 - Curricula Committee (CC)
 - Library and Publishing Activities Committee
 - SDG Executive Committee

IUS campus is located at the following address: 15 Hrasnicka cesta, 72 210 Ilidža, Bosnia and Herzegovina. The campus is equipped with a modern university infrastructure on 74,000 m² of land. The campus consists of five buildings, sports fields, green areas, a masjid and parking spaces. Faculties are in two main buildings (Building A and Building B). These buildings house classrooms, university centers, administration offices, library, studios, ateliers, laboratories, sports’ hall, canteen, and cafes. [Research & Development Center – "RDC"](#) is in a separate building. The RDC houses most laboratories where students do the practical part of the classes, while professors and researchers work on research projects. The two remaining buildings are student dormitories (male and female), which have capacity of 450 bearings. The kindergarten "Kid IUS" is located in one of the dormitory buildings. It offers childcare services at affordable prices to IUS employees, while the working hours are adjusted to the working hours of the University. Kid IUS is also open to the public.

Mission, Vision, Values and Objectives

Mission

IUS strives to be an institution of multi-cultural understanding, intellectual growth, and long-term regional and global cooperation, achieved through the enrichment of students by innovative programs, academic and administrative excellence, strategic partnerships with

regional and local industries, and purposeful research to promote regional and global well-being.

Vision

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

Values and Objectives

[IUS Strategic Plan 2022-2026](#) ultimate goal is to become widely recognized as the best university in Bosnia and Herzegovina and in the region, which focuses on students and research-centered education, and prepare the students as global citizens and as a bridge between cultures. Equipped with the latest information and the investigative environment at IUS, it instills hope that its students, in pursuit of next knowledge and skills, will be able to shape the future peacefully. Ten (10) principles of IUS, as defined in the IUS Strategy 2022-2026, serve to inform IUS actions in achieving mission and vision.

These are:

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

The IUS Strategic Plan 2022-2026 sets out the 5-year university trajectory, which orbits around three essential and interconnected general goals, as follows: student-centric, research-centric and global citizenship goals. To achieve these goals, the five-year strategy was woven by collaborating with stakeholders at every layer of IUS staff, students, academics, and employees as an example of shared corporate governance. IUS strategic goals and objectives (2022 – 2026) are outlined in the Strategic Plan, as follows:

Student Centric Goals (SG1)

- Operational objective SG.1.i: Academic and administrative excellence.
- Operational objective SG.1.ii: Enrichment of students by innovative programs and education methods.

Research Centric Goals (SG2)

- Operational objective SG.2. i: Intellectual growth.
- Operational objective SG.2.ii: Achieving academic and scientific excellence.
- Operational objective SG.2.iii: Purposeful research to promote global well-being.
- Operational objective SG.2.iv: Purposeful research to promote regional well-being.
- Operational objective SG.2.v: Harmonization of study programs with social and economic needs.

Global Citizenship Goals (SG3)

Operational objective SG.3.i: Establishing long-term regional cooperation.

Operational objective SG.3.ii: Promoting global multi-cultural values.

Operational objective SG.3.iii: Harmonising activities with local community needs.

A. GOVERNANCE AND QUALITY

A.1 Governance and Quality

A.1.1. Governance model and administrative structure

IUS governance model has been outlined by the IUS Statute, which is publicly available on the university [web site](#). According to the Statute, University bodies are: a) Board of Trustees; b) Senate; c) Rector; d) other professional and advisory bodies.

The **IUS Board of Trustees** is the governing body which is appointed for the term of four years. Board of Trustees of the University consists of nine members, one of whom is the President of the Board of Trustees. Eight members of the IUS Board of Trustees are appointed by the Founder. One member of the IUS Board of Trustees is appointed by the Senate without public announcement. Rector, Vice-Rectors, Senate members or managers of organizational units cannot be members of the Board of Trustees. President of the IUS Board of Trustees is appointed by the Founder. The Rector, Vice-Rectors, and Secretary General can attend the sessions of the IUS Board of Trustees without decision-making rights. Procedure for election and appointment of the President and members of the IUS Board of Trustees is initiated by the Founder or Senate at least six months prior to the expiry of the term of office of the current Board of Trustees. IUS employee in charge of supervising implementation of legal acts related to higher education and legality of University operations cannot be appointed as a member of the Board of Trustees as well as any other individual whose position is stipulated in the law or other legal acts as incompatible with the membership in Board of Trustees. Board of Trustees is responsible for University's operations and is accountable to the Founder for the results of the University operations. IUS Board of Trustees is authorized to request and have unfettered access to timely information on all matters within the scope of its authority. The IUS Board of Trustees informs the Founder about its activities by submitting minutes from the Board of Trustees meetings, within ten days from their adoption, as well as by submitting semi-annual and annual reports. The Board of Trustees performs activities defined by law and by the Statute, including in particular: a) gives its opinion on the proposed Statute; b) adopts the Rulebook on the labor relations of the University, which regulates salary, work organization, systematization of workplaces, and other issues related to the labor status of workers; c) brings general acts in accordance with the law and the Statute; d) determines the financing and development plans of the University; e) adopts annual work report submitted by Rector which includes financial report; f) adopts the University's annual work plan based on the proposal of

the University Senate; g) brings financial plan; h) requests from the Rector/Dean the delivery of reports related to a specific period or specific activities from the work plan; i) directs, controls and evaluates the work of the Rector in the domain of financial operations and undertakes the necessary measures and activities to ensure the legality of the financial and overall operations of the University; j) decides on issues regarding relationship between University and Founder; k) decides on the use of funds in excess of the amount available to the Rector, in accordance with this Statute; l) brings a decision on the tuition and other fees for all cycles and types of studies defined by this Statute; m) at the proposal of the Senate and with the consent of the Founder, decides on the establishment and abolition of faculties and other University units, in accordance with the law and the Statute; n) decides on objections or appeals of employees to the decisions of University bodies that decided in the first instance on rights, obligations and responsibilities from the employment relationship; o) submits an annual report on the University's operations to the Founder; p) makes a proposal for early dismissal of the rector/dean; q) makes decision on the organization and reorganization of the University, i.e. the existing organizational units, departments and study programs, upon the initiative of the Senate; r) decides on financing of new faculties, organizational and sub-organizational units, i.e. study programs and other types of programs, in accordance with this Statute; s) decides on granting or withholding consent to the dynamic plan of needs for announcing vacancy calls for appointment into academic titles, in accordance with the development and financing plans; t) signs the employment contract with the Rector of the University; u) performs other tasks in accordance with the law and the Statute. At the request of the Board of Trustees, all bodies of the University are obliged to provide requested and other relevant information and documentation in a timely manner.

The **IUS Senate** is University body responsible for academic issues of the University as the highest academic body composed of representatives of academic staff and students. The Senate consists of: Rector, as chairperson; Vice-Rector(s); Deans of the faculties; d) one representative of the faculty from professors or associates, appointed by the faculty council, with a mandate lasting two years, with the possibility of re appointment; director of the Lifelong Learning Center: "IUS LIFE", and one student representative from all three cycles of study, (first, second and third cycle) with the condition that they have the status of a regular student at the University, with a mandate lasting one year. Student representatives are appointed by the Student association, "SPIUS" based on the student election results. Senate sessions are attended by the Secretary General or the Deputy Secretary General without decision-making rights. The composition of the Senate is encouraged to be gender balanced. The Senate in its action has the jurisdiction to: a) decide on all academic issues, and especially on issues related to the teaching, scientific, artistic and professional activities of the University, within the framework of business plans and programs determined by the Board of Trustees; b) initiate the procedure for Rector's relieving of duty in accordance with the law; c) adopt the University Statute in accordance with the Law and with the previously obtained opinion of the Board of Trustees and with the consent of the Ministry; d) adopt the Code of Ethics and general acts in accordance with the law and the Statute; e) consider and forward to the Board of Trustees for approval the annual report on work with the financial operations of the University; f) adopt the Guidelines for appointment into academic titles, based on the proposal of the faculty council; g) make a proposal to the Board of Trustees for the establishment and abolition of faculties and other members of the University based on the law and the Statute; h) of Trustees; i) gives its consent to the proposal of the faculty council for establishment of new, changing, reorganizing propose the work program to the IUS Board and abolishing existing departments and study programs of the first, second and third cycle of studies, integrated study programs of the first and second cycle, vocational (short cycle) programs, as well as for programs of lifelong and non-cyclical education, summer/winter schools, interdisciplinary programs, micro-credentials, "free

courses/modules”, and other programs/free courses defined by law and the Statute; j) adopt study rules; k) propose to the Board of Trustees the establishment and development of the quality assurance system; l) adopt curricula for all study cycles based on the proposal of the faculty council, and monitors their implementation; m) consider and adopt the proposals of organizational units on the study realization in cooperation with domestic and foreign higher education institutions that may result in the issuance of dual or joint diplomas; n) appoint and relieve of duty of Rector; o) appoint and relieve of duty of Vice-Rectors of the University on the proposal of the Rector; p) appoint academic staff at the proposal of the faculty council, in accordance with dynamic plan of needs; q) appoint committees in the process of acquiring an academic title, i.e. a scientific title of the third cycle of study, at the proposal of the faculty council; r) award the honorary title of professor emeritus; s) award the title of honorary doctorate; t) give the initiative to the Board of Trustees to consider issues related to the organization and reorganization of the University; u) appoint one member of the Board of Trustees; v) adopt the information on the dynamic plan of needs for announcing the vacancy call for academic titles; w) adopts the proposal of the workload; x) give consent to the publication of the vacancy call for appointment into academic titles proposed by the faculty councils, in accordance with the financing and development plans of the University adopted by the Board of Trustees; y) decide on the engagement of academic staff from other higher education institutions as visiting professors; z) decide on the classification of scientific areas, fields and branches and related courses, on the proposal of the faculty council; aa) bring the calendar of organization and implementation of teaching programs for the study year no later than 60 days before the start of teaching; bb) establishes committees for extraordinary decision-making on issues of acquired academic or student rights and obligations; cc) brings decision on publishing admission call for enrolment into the first year of all study cycles in the statuses of full-time, part-time or distance learning; dd) performs the duties of the registry commission (within its competence) in the process of establishing new organizational units until they are fully operational; ee) perform other tasks in accordance with the law and the Statute. Decisions of the Senate are final, and administrative proceedings can be initiated against them before the competent court in Sarajevo within 30 days from the date of receipt of the decision.

Rector performs the duties stipulated by law and the Statute of the University, particularly including the following: a) represents and acts on behalf of the University; b) organizes and manages activities of the University and is responsible for the legality of University operations; c) submits to the Senate for review annual reports on University work; d) issues individual acts in accordance with laws and the Statute; e) proposes general acts in accordance with law and the Statute; f) proposes improvement measures to the University bodies; g) decides on the dean’s appointment and relieve of duty; h) proposes measures to the Board of Trustees for efficient and lawful operation of the University; i) proposes to the Board of Trustees and the Senate work and development plans of the University; j) proposes to the Board of Trustees the internal organization and systematization of workplaces; k) executes the decisions of the Board of Trustees and other bodies of the University; l) disposes of funds up to the amount determined by the Statute; m) decides on the establishment of an employment relationship at the University and the conclusion of an employment contract, as well as the rights, obligations and responsibilities of employees from an employment relationship in accordance with the law and development plans established by the Board of Trustees; n) submits to the Board of Trustees a report on the work with the financial operations of the University; o) considers and approves the dean's work report, which, in the event of non-approval, is forwarded to the Board of Trustees for final decision-making; p) submits reports to the Senate on academic matters at the University; q) executes the financial plan adopted by the Board of Trustees; r) participates in the work of the Rector's Conference of Bosnia and Herzegovina; s) performs other tasks in accordance with the law and the Statute. The Rector convenes the Senate sessions and presides

over them. The Rector is assisted in his work by the Vice-Rectors, the General Secretary and other bodies determined by the law and the Statute. The Rector has the right to independently make decisions within his jurisdiction and is responsible for their legality. The Rector is responsible for complying with the law and executing the decisions of competent authorities and bodies of the University in the performance of registered activities. The Rector is obliged to suspend the execution of decisions of the dean or another body of the faculty, if it is contrary to the law, by-laws and implementing acts and the Statute, and to inform the Senate or the Board of Trustees about this within seven days from the date of the decision, in accordance with their competencies. In the case when an indictment has been confirmed against a person holding a position in the University bodies and/or a member of the academic staff for criminal offenses for which, according to the provisions of the Criminal Code of the Federation of Bosnia and Herzegovina/Bosnia and Herzegovina, a prison sentence of six months or more can be imposed, the Rector, that is, the Board of Trustees, in case of dismissal of the Rector, is obliged to make a decision on suspension from the teaching-scientific process until the end of the criminal proceedings. To persons from the previous paragraph of this article who have been sentenced to a legally binding judgment or measure due to the commission of one or more criminal offenses from the previous paragraph of this article; the Rector or the Board of Trustees in the case of the Rector as the perpetrator of the criminal offense, is obliged to issue a decision on the termination of the employment relationship in writing form to notify the authority that supervises the legality of the University's work. The Rector is authorized to suspend the dean if he has proof from the competent body that he is illegally fulfilling his obligations established by the law, the Statute or other general acts of the University, and within 24 hours from the day of making the reasoned decision to inform: Board of Trustees; Senate and faculty council. In the case referred to in the previous paragraph, the Rector is obliged to appoint a person who will act as the chairman of the council, and convene a session of the faculty council within seven days from the day of suspension, in order to appoint an acting dean for the duration of the suspension. The faculty council appoints an acting dean for the period of suspension, which cannot be longer than six months. The Rector can also initiate the procedure to determine the dean's responsibility for violations of the law, the Statute or another general act. The Rector and Vice-Rector cannot perform the function of dean or Vice-dean, as well as a member of the Board of Trustees, during their term of office.

Administrative-legal and technical tasks of the University are performed by the secretariat through its offices. **University Secretariat** is managed by the General Secretary with his/her deputies. University Secretariat is organized to perform duties and tasks within activities of the University, in the following areas: a) managing, legal and administrative tasks; b) providing support to teaching activities; c) providing support to scientific-research work; d) publishing; e) international cooperation; f) finances; g) ceremonial affairs and public relations; h) information and documentation activities; i) accounting and technical services; j) facilities management and the security; k) ancillary and other services. Besides responsibilities stipulated by Law, General Secretary with deputy general secretaries coordinate work of faculty secretaries and administrative departments. General secretary, relevant deputy general secretary and faculty secretaries provide legal counselling services and other assistance to the University/faculties. Faculty secretaries by rule comprise the Legal Department.

Other professional and advisory bodies include: Ethics Council, Strategic Management Body, University Council, Research Development Center, Strategic Development Office (former Quality Assurance Office), Innovation and Entrepreneurship Center, Graduate Council and other councils, canthers and offices.

As previously outlined, the governance model and administrative structure support the overall operations of the university. The Board of Trustees (BoT) adopts the Book Of Rules On Labour Relations, Classification of Jobs with Short Description of Duties and Organisational Chart.

Based on the planning needs and performance evaluation, the Rector proposes measures for the improvement to the university bodies, decides on the establishment/termination of employment relationship, as well as the rights, obligations and responsibilities of employees in accordance with the law. There is plenty of evidence which can demonstrate the application of the aforementioned governance model. For example, the IUS Board of Trustees decides on, *inter alia*, the strategic direction, scholarship percentage and makes other important decisions based on the continuous process of situational analysis and the holistic context review. As an evidence such decisions can be found publically on the IUS web site under the title “Regulations”.

Evidence:

- (3) A.1.1.1. evidence_IUS Statute
- (3) A.1.1.2. evidence_IUS Organizational Chart
- (3) A.1.1.3. evidence_ Book of Rules on Labor Relations
- (3) A.1.1.4. evidence_ Classification of Jobs with Short Description of Duties
- (4) A.1.1.5. evidence_ Decision on Scholarship Criteria for Second Study Cycle
- (4) A.1.1.6. evidence_ Decision on Adopting of the Action plan for Internationalization Strategy 2024-2029
- (4) A.1.1.7. evidence_ Statement on Evaluation of Academic Staff, Course Passing Rates, and Teaching Process Implementation in Academic Year 2023-2024
- (4) A.1.1.8. evidence_ Improvement Measures (Following ISO Internal Audit 2025)
- (4) A.1.1.9. evidence_ Management Review Report

Maturity level 3: The governance model and organizational structure of the institution function in a manner that includes the entirety of units and areas.

A.1.2. Governance

IUS governance model supports continuous internal quality assurance development in all operations of the university. [Internal quality assurance of the institution and its study programs](#) is considered a core part of IUS strategic management and governance model. Its aim is to continuously enhance quality culture of educational, scientific, artistic and administrative processes and to ensure their continuous improvement by involvement of internal and external stakeholders. Establishing a system of internal quality assurance is a strategic decision of the University, and it is grounded in legislation, Strategy and mission and vision of the University. The Rule Book, “Establishment and Development of the Internal System of Quality Assurance and Quality Management at the International University of Sarajevo (IUS), - QA Rule Book”, adopted by the IUS Board of Trustees in 2019, outlines main principles, policies and procedures for ensuring quality at IUS. The IUS QA system is established and regularly enhanced in accordance with the development of guidelines and policies in the field of quality assurance in higher education, both at the international and national level. The policy is implemented through a set of internal regulations and mechanisms. The policy is periodically evaluated and revised accordingly. It is due to many sustained efforts which have been invested in development of the internal QA system that IUS successfully passed external quality audits and has been nationally reaccredited for the third consecutive time, with the current accreditation valid until August 28, 2029. Moreover, the most recent external quality audit report, confirmed that IUS not only met the standards and criteria set by the Agency for the Development of Higher Education and Quality Assurance of Bosnia and Herzegovina (HEA), but also surpassed

expectations in some areas. Recommendations for further quality improvement inform IUS post-accreditation Action Plan for Quality Improvement 2024-2029. From the university strategic point of view, the Action Plan implementation is expected to have a profound impact on further strategic plans and study programs quality improvement, such as, further development of research-oriented projects and strategies, internationalization, inclusion, and cooperation with the industry. IUS vision of implementation of the quality assurance policy is based on strengthening internal policies on quality assurance and continuation of successful external accreditation by taking into consideration the recommendations of the independent expert reviews and acting upon them. There are numerous examples of improvements resulting from the Quality Assurance Policy and its corresponding Action Plan, demonstrating that the QA system is not merely theoretical but also operational, impactful, and responsive. There are numerous examples which can demonstrate that QA system is operational, impactful and responsive. These are some of the examples:

- Successful national institutional accreditation (valid up to 2029) which proves that IUS meets high standards of quality in higher education
- Successful recertification of General Secretariat in accordance with ISO9001:2015 quality standards
- Due to the successful accreditation of the international accreditation of study programs, IUS is enlisted in EQAR Data base
- Enhancement and more regular quality review of study programs, such as curriculum reviews and updates to the curriculum based on the feedback from students, faculty and industry partners have led to more relevant and engaging courses.
- Improved student services, academic advising and counselling, which is based on the results of student surveys which resulted in higher student satisfaction and better academic performance
- High rates of graduate employment due to the quality job skills acquired during the studies at IUS and career counselling services
- Increased research output: Implementation of QA policies has led to an increase in research publications and growing number of successful grant applications
- Continuous improvement of process optimization which has contributed to the operational efficiency of IUS administrative processes
- Improved resource management which led to better resource allocation, cost savings and more efficient use of facilities and equipment
- More attention is paid to professional development which led to improvement of teaching quality and faculty satisfaction.
- Improved performance monitoring and evaluation system has helped identify areas for improvement and recognize outstanding contributions

These examples demonstrate that a well-implemented QA system can lead to tangible improvements across various aspects of a university, making it more effective, responsive, and impactful

Evidence:

- (4) A.1.2.1. evidence_Quality Policy
- (4) A.1.2.2. evidence_QA Rule Book
- (4) A.1.2.3. evidence_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

Maturity level 4: Leadership practices and their contribution to the development of quality assurance system and culture are monitored and relevant improvements are made.

A.1.3. Institutional transformation capacity

IUS governance model provides for agile system of governance to make the institution ready to respond to observable future opportunities and risks, which may arise in the context of higher education sector, global and national development goals and stakeholders' expectations. During two decades of its existence, IUS has made progress in all areas of its operations by improving or innovating its services, or adapting to new situations that arise from internal or external context, such as quick response and transfer to online teaching during the COVID pandemic. Considering the relatively small size of our university and its budget (which is primarily derived from student fees), IUS applies the principle of scalability to optimise resources, and hence leveraging economies of scale. For example, by avoiding unnecessary spending, more funds are available for students' scholarships, investment in resources for students, new study programs, etc. For this reason, since 2011, IUS has made efforts to establish an effective system for the development, implementation, and monitoring of the implementation of strategies and action plans at the University. The system is based on adopted and publicly available internal regulations, which prescribe relevant procedures. For the implementation and supervision of strategy-related procedures, the University established Strategic Management Body (SMB), chaired by the Rector of the University. SMB monitors Strategic action plan implementation and suggest measures for improvement. In addition to coordinating actions and compiling the university's strategic plan, the SMB is responsible for monitoring the implementation of the strategy and reporting to the Board of Trustees. The monitoring activities utilize various mechanisms to assess the level of implementation. These mechanisms include, inter alia, KPI, action Plan indicators, SWOT analysis, focus groups, and satisfaction survey outputs. Following the Board of Trustees' review and adoption of the strategic implementation report, the university is legally required to submit the report which includes measures for improvement to the Cantonal Ministry of Science, Higher Education, and Youth. In accordance with the law, this process is conducted periodically throughout the duration of the Strategy. A most recent example of SMB monitoring role is the meeting related to the monitoring activities of the Action Plan for the University Quality improvement.

- Evidence:** (4) A.1.3.1. evidence_ The Crisis Plan COVID 19
- (4) A.1.3.2. evidence_ Report on Strategy Plan Implementation 2022
 - (4) A.1.3.3. evidence_ SMB Meeting Agenda and Meeting Minutes

Maturity Level 4: The change management practices that are implemented in accordance with objectives mission and targets are monitored and measures are taken.

A.1.4. Internal quality assurance mechanisms

The internal quality assurance system is designed to continuously enhance the quality of the University's operations. This includes improving teaching and learning, supporting research and artistic development, contributing to society, and refining governance and administrative processes. The IUS QA Rule Book details internal quality assurance mechanisms following the Plan-Do-Check-Act (PDCA) cycle. Activities are planned at both academic and administrative levels, informed by input from internal and external stakeholders. Quality assurance mechanisms include self-evaluations, external accreditations and audits, stakeholder satisfaction surveys, SWOT analyses, risk assessments, and other analyses. Activities are implemented according to short- and long-term action and financial plans, which are aligned with the University's 5-year Strategic Plan. These efforts are supported by adequate resources and organizational structures. Corrective measures are considered and implemented at various organizational levels, targeting improvements in teaching and learning, research output, professional development, service to society, and administrative processes. [Strategic Development Office \(former Quality Assurance Office\)](#) serves as the central unit for the internal quality assurance system. Established in 2011 by the IUS Board of Trustees, as an independent body within the Rectorate, the SDO is overseen by the Rector. Its main responsibilities include proposing internal regulations related to quality assurance in line with European Standards and Guidelines in Higher Education (ESG) and local laws, coordinating external quality assurance activities (accreditations) for the institution and its study programs, promoting a culture of quality through workshops, lectures, internal audits, and information dissemination, processing curriculum change requests, conducting surveys of internal and external stakeholders, compiling end-of-year statistics (End-of Year Report), maintaining and updating the register of study programs, and providing overall support to stakeholders to enhance the quality of IUS operations. The SDO also supports the implementation of the ISO 9001:2015 Quality Management System (QMS) at IUS. Besides SDO, the University's bodies in charge of quality assurance are as follows: Board of Trustees, Rector, and Senate, Internal Quality Assurance Committee (University Council), and Faculty Councils. All organizational units of the University provide support to these bodies in terms of data submission, reports, action plans drafting, etc. Below is a summary of the functions of previously mentioned QA bodies:

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

Internal Quality Assurance Committee - [IQAC \(University Council\)](#): IQAC is an expert advisory body that responds to the Rector and is tasked with initiating, monitoring, and enhancing the quality of teaching, research and other activities at the University level. Also, this body is responsible for maintaining and improving the quality and efficiency of work and providing advice in the process of external/internal evaluations/audits and accreditation of the University and study programs. IQAC work is supported by the ad hoc Working Groups for Internal Quality Assurance which are chaired by the Rector or the Vice Rector. The Working Groups meet occasionally, as necessary.

The information systems ensure that data on key activities and processes within the institution are collected, analyzed, reported, and utilized for management decision-making. The Information Management System, which is employed by both academic and administrative

departments, is integrated to support quality management processes. The University IT Center ensures the security, confidentiality, and reliability of the Information Management System.

Evidence:

(4) A.1.4.1. evidence_ Board of Trustees Decision on Establishing Quality Assurance Office at IUS

(4) A.1.4.2. evidence_ Book of Rules on the establishment and development of the internal system of quality assurance and quality management at the International University of Sarajevo (IUS) - QA Rule Book

(4) A.1.4.3. evidence_ IUS Action Plan for Quality Improvement

Maturity Level 4: The internal quality assurance system mechanisms are monitored and improved with the relevant stakeholders.

A.1.5. Public disclosure and accountability

The IUS Statute outlines the principle that the work of the University and its bodies is public. University acts openly towards the public, promotes respect and affirmation of human rights and raises awareness for social responsibility amongst its students, academic staff and employees. Public is informed about all important events at the University through the web page and media. The Rector and the person authorized by the Rector may issue official announcements to the public on matters important for the work of the University through the media or in another prescribed manner. The Communication Strategy at the International University in Sarajevo and the Rulebook on the Publicity of Work more precisely regulate issues of the publicity of work at the University. In implementing the principles of publicity, the University applies the relevant principles from the Law on Freedom of Access to Information and the Law on Protection of Personal Data. The university has its official website: www.ius.edu.ba. Faculties can have their own websites, which function as sub-domains of the University website. The official IUS website (www.ius.edu.ba) provides accurate, up-to-date, and easily accessible information to the public. IUS maintains a detailed and informative website that provides basic information about the university, its programs, research, events and other relevant activities. This platform allows external interested parties to follow the latest news and information about the university. Events are announced in the Events section, while articles and records about events promoting activities and achievements are published on the News page. The site also offers the possibility of a virtual tour of the IUS Campus. The accuracy of study program curricula and syllabi is ensured and monitored through established processes of proposing, evaluating, and implementing study programs, with their effectiveness assessed through received feedback. The institution's relationships with external stakeholders, including local administrations, other universities, public institutions, non-governmental organizations, industrial organizations, and local communities, are also evaluated. Each member of the academic staff has a personal page, giving them access to semester student survey results and annual evaluations. The University Communication Office (UCO) is responsible for external and internal communication, regulated by the Policy Regulations on Public Relations and Communications. Besides the official website, IUS uses various means of communication, such as social networks (official Facebook, Instagram, X, YouTube, LinkedIn, and Google+ pages). Printed promotional materials with the latest information are regularly prepared and updated. Information on the website and social networks is published in Bosnian, English, and Turkish. The University Communication Office (UCO) also interacts with the media to share accurate information about activities, current affairs, and enrolment

deadlines. The Open Door Day, held every year, is a key event where potential students and parents learn about the University and study programs through interactions with staff, promotional materials, and informative catalogues. Scholarships are also tested on this day. Post-event updates are shared via the University's official communication channels and media releases. The University also focuses on effective internal communication by providing timely and accurate information to employees and students. IUS uses various channels, including e-mails, posters, and bulletin board notices.

Evidence:

- (3) A.1.5.1. evidence_Policy Regulations on Public Relations and Communication
- (3) A.1.5.2. evidence_IUS Communication Strategy

Maturity Level 3: The institution operates public disclosure and accountability mechanisms in line with its defined processes.

A.2 Mission and Strategic Goals

A.2.1. Mission, vision and policies

The sustainable quality assurance system, which takes into consideration stakeholders' view, is supported by the established IUS governance model. IUS mission, vision and strategic direction are discussed among the stakeholders. Mission, vision and aspirations as well as strategic goals are publicly available via the [IUS website](#). In the Stakeholder Satisfaction Survey results (QA, May 2024), 86% of academics, 92% of non-academic reported to be aware of the University mission and vision. Students' and other stakeholders' survey inputs are taken into consideration to inform management decisions and introduce new policies.

Our mission to foster academic and administrative excellence and our vision to become a leading higher educational institution in the region are central to our strategic plan. These foundational elements guide our decisions in creating new programs, forming partnerships, and implementing policy changes. Our vision to serve as a leading higher education institution in the region that provides quality education, community service, as a multi-cultural hub of scholarly activity informed our decision to establish partnerships with international universities. For example in the period of 3 years IUS has established more than 18 double diploma programs and Faculty of Medical sciences with renowned universities in Türkiye. our vision to focus on educational innovation has driven partnerships with leading tech companies in BiH to enhance our curriculum with cutting-edge technology. We regularly conduct surveys with students, faculty, and industry partners to gather input. This feedback is crucial in refining our mission and vision. For example, stakeholder input led to the opening The Innovation and Entrepreneurship Center of IUS to support our mission commitment to by innovative programs, strategic partnerships with regional and local industries and application of knowledge through research and projects. IUS commitment and concrete actions to promote global well-being has been recognized by external ranking such as Greenmetrics and THE Impact Ranking. Our feedback loop involves continuous monitoring and evaluation. Stakeholder feedback informed the development of our sustainability initiatives, which not only align with our vision but also demonstrate our commitment to environmental stewardship. We regularly review outcomes to ensure they reinforce our mission and vision, making adjustments as necessary.

Evidence (3) A.2.1.1. evidence_Greenmetrics Certificate

Maturity level 3: There are practices in compliance with mission, vision and policies throughout the institution.

A.2.2. Strategic goals and objectives

The IUS strategy is formally adopted and accessible through the University's website. An effective system for the development, implementation, and monitoring of strategies and action plans is in place at the University. This system is based on adopted and publicly available internal regulations that prescribe relevant procedures. To oversee and implement strategy-related procedures and report to the Board of Trustees, the University has established a Strategic Management Body (SMB), chaired by the Rector. In the process, regular consultations with relevant stakeholders are included. The consultations include topics such as legislative framework, general strategy's structures in the field of higher education, as well as external and internal context in which the university operates, and, predictable risks in work. As part of the strategic planning process, IUS consult the Founder, members of the Board of Trustees, academic and administrative staff, students, and industry representatives. In the process of creating the current Strategy, for example, the survey was conducted among the stakeholders. Their feedback confirmed IUS core values, but also pointed to the need for deeper and longer-lasting partnerships with the industry, more hours of practical teaching, the need to introduce study programs, which are in demand in the labour market, the need to intensify career counselling for students, focus on applied research oriented to influence, and focus on recognition of diplomas beyond the borders of BiH. As a result, the strategic plan of the IUS for the period 2022-2026 was prepared. The University Board of Trustees adopted the five-year IUS Strategic Plan for the period 2022-2026 (hereinafter referred to as the "Strategy") at the end of December 2021. The strategy provided the main directions of development and strategic goals. At the same time the Strategy incorporated strategic commitments of the Sarajevo Canton and other development strategies in Bosnia and Herzegovina into its goals. Furthermore, reference was made to current global trends in higher education, especially within the framework of the EHEA. Within the Strategy, an Action Plan for the Implementation of the Strategy had been developed, which contains operational objectives, measurable indicators, deadlines, and risks related to the Strategy implementation.

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

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

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

At the operational level, the implementation of the Strategy is directly supervised by the aforementioned "Strategic Management Body (SMB)", which further submits the Report along with a proposal for preventive and corrective measures to the IUS Board of Trustees for further consideration and adoption. We are committed to continuously improving our strategic planning process and ensuring that it is dynamic and evidence-driven. Our Strategic Management Body conducts annual reviews of our strategic objectives to ensure alignment with our mission and vision. This involves tracking key performance indicators (KPIs), as per adopted by the Strategic Action Plan, and analyze performance data. For example, we track a variety of KPIs, including student enrollment rates, graduation rates, research output, and student satisfaction scores. We also monitor year-over-year enrollment trends to identify areas for improvement and adjust recruitment strategies accordingly. Furthermore, SMB reviews data on academic performance, financial situation, and stakeholder feedback. This data is used to assess the effectiveness of our programs and progress made.

Evidence:

- (4) A.2.2.1. evidence_ Decision on Procedures for Developing, Adopting and Implementation of IUS Strategy
- (4) A.2.2.2. evidence_ IUS Strategic Plan 2022-2026
- (4) A.2.2.3. evidence_ Report on the Implementation of the Strategy

Maturity level 4: The institution monitors the implementation of its strategic plan and evaluates it with related stakeholders; the output is reflected in the institution's future plans.

A.2.3. Performance management

Performance based management processes in the institution are administered with a holistic approach. They assist the university in its continuous improvement and prepare it for the future based on the strategic goals of the institution. The accuracy and reliability of the performance management are ensured through the Strategic Development Office and other resources, such as support from information technology systems. QA Rulebook establishes a foundation for an effective system of performance management and aligns the University's Strategy with quality assurance. The QA Rulebook, specifically its annexes, details the types of data, methods of data collection, processing, and the interpretation through key performance indicators (KPIs) suitable for the University's context. Strategic Development Office publishes the "IUS End of Year Report - EoY" every year at the end of academic year. The Report, which is internal, primarily compares the statistical data and performance of IUS in the past academic year with available public data on higher education published by statistical bureaus, aiming to enhance internal quality assurance and inform the management decisions. The EoY includes data on students, teaching, GPA (grade point average) and CGPA (cumulative grade point average) for all courses completed in the completed academic year, information on scientific-research and artistic work, projects, internationalization and mobility, results of student surveys, and IUS world rankings for the previous academic year.

Evidence:

- (4) A.2.3.1. evidence_ IUS End of Year Report (EoY)
- (4) A.2.3.2. evidence_ Management Review Report 2023 (ISO9001:2015)

Maturity level 4: The institution monitors performance indicators and performance management mechanisms' efficiency and makes improvements based on the follow-up process results.

A.3 Governance Systems**A.3.1. Information management system**

Information systems are intensively used and regularly improved according to the needs of various stakeholders, offices and departments and management of the University. They are used for the preparation of reports and analyses, as well as the preparation and delivery of data to the government or other institutions outside the University. The QA Rule Book prescribes periodic and regular reporting of all offices and departments, in which the mentioned systems play a key role by facilitating data collection activities for the purpose of making informed

decisions by the management structures. Information systems at IUS are also a very important tool for improving efficiency and transparency of work. General Secretary Office oversees the IT University Center, which provides support services to information systems at IUS. There are several information systems that are used at the IUS. Each of them serves to collect and process different types of data about students, teaching staff, University capacities, teaching process, etc. Student Information System (SIS) is used as an essential source of information on enrolment, the number and structure of students, their status and changes to it, information on student attendance at classes, course registration and the number of courses offered per semester, the number of teaching staff and their ratio in relation to on courses or students, the schedule of activities that are evaluated in the course, grades and performance of students in courses, passing of students, etc. Student Affairs Office (SAO) manages SIS. SAO oversees collecting, updating and processing data through the SIS, and provides regular reports to different stakeholders. The E-campus is a software platform, which was created by the University IT Center. It is used for many processes of the University, such as: updating and archiving the syllabi of courses (at the end and beginning of each new semester), and collecting data related to the evaluation of the work of the academic staff. The Quality Assurance Office of the IUS monitors the entry of the above data and publishes regular reports. Also, the E-Campus serves as an electronic database for human resources management. The E-Campus evolves constantly, and the addition of new functions and features is undergoing. The IUS website is an important source of information and has many web applications for entering data into databases, such as an application for entering data on scientific publications of professors and students. This platform facilitates the collection of data on research work and artistic projects at the University and enables analysis and reporting on scientific and artistic production at IUS. The system for contracts and renewals of student enrolments is another software designed by the University IT Center that is used for enrolling new students (i.e. preparing study contracts), renewing existing students' enrolments, and monitoring students' financial obligations. It is also used to monitor the obligations of students, foreign nationals, related to their residence permits in Bosnia and Herzegovina. This information system is integrated with the Student Information System, and the data is mutually and simultaneously updated and supplemented. An application platform for IUS testing for scholarships enables the electronic application of candidates interested in enrolling at IUS from anywhere and at any time, as well as the monitoring of applications and the planning of tests, which are organized at least twice a year on the University Campus. It is also possible to enter test results, and various analyses and strategies are developed based on this data. The Student Affairs Office monitors the use of the above-mentioned platform. In support of educational and scientific-research processes and activities (IUS) has established a flexible computer information system with professional network equipment based on Cisco network system solutions implemented within the Campus. The foundations of the University's information system are made up of Cisco Blade servers on which the most modern virtualization technologies such as VMware vSphere and Microsoft Hyper-V are implemented, and which, together with shared DELL disk space and the Avamar backup system for making backup copies of digital data, form a functional and modern data centre of the University. The campus' network system is protected from the outside by highly soft and high-quality Cisco FirePower firewall devices that implement anti-virus and anti-malware protection systems as well as detailed URL filtering of digital data both from the outside and from the inside of the campus network system. All network and communication applications, services (the basic university domain "ius.edu.ba" as well as a large number of subdomains, AD, DC, DNS, FTP, Student Information System, Library Management System, web presentation of faculties and centers, internal applications of organizational units and other applications) are implemented on existing computer equipment within the basic university network system. The university library, which is located

on the campus, has ten desktop computers that have a permanent Internet connection and are available to students staying in the library. The University has 5 registered and indexed online journals software implemented and supported by the University IT Center as support in scientific research work and advancement of both the academic staff of the University and external authors, which also represents a knowledge base from various fields. For the purposes of authentication of educational and scientific research works and projects, IUS has Turnitin software licenses that help academic staff to perform appropriate authentication of submitted research and educational works.

Evidence: (3) A.3.1. evidence_IUS Microsoft Agreement

Maturity level 3: The institution maintains an integrated information management system that supports the primary processes (learning and teaching, research and development, service to society, quality assurance).

A.3.2. Human resources management

Human resources management at the International University of Sarajevo (IUS) is determined by the Statute and the Higher Education Law in Sarajevo Canton. The University's Board of Trustees adopts both the [Book of Rules on Labor Relations](#). Based on evidence-based inputs, the Rector proposes improvement measures to the University bodies and makes decisions regarding the establishment and termination of employment, as well as the rights, obligations, and responsibilities of employees. These actions are taken in accordance with the law and the Board of Trustees' strategic planning. Administrative support for employees at the University is provided by the Office of Personnel and Human Resources (hereinafter referred to as the HR Office), which, through a wide range of activities, continuously provides consulting services in all segments of labor relations, to both citizens of Bosnia and Herzegovina and foreign employees. The HR Office collects relevant information about the University's staff, such as: gender, age, academic title, years of work at IUS, etc. HR Office employs a Manager and two assistants. Our HR Office plays a crucial role in supporting our institutional strategy by proactively managing human resources to achieve our strategic goals. It is not an easy task because human resources especially renowned academic staff proves to be challenging to attract and retain. Our HR Office has implemented targeted recruitment strategies to attract top talent that aligns with our mission and vision. Additionally, our retention programs, such as reasonably competitive benefits and exchange programs through Erasmus+, have resulted in a higher retention rate among faculty and staff. However, the economic context with constant prices increase is to our disadvantage. Our academic performance evaluation system is designed to align individual goals with institutional objectives. Regular evaluations help identify areas for improvement and recognize outstanding contributions, ensuring that our staff is motivated and aligned with our strategic priorities.

Evidence:

- (3) A.3.2.1. evidence_HR Report example 1
- (3) A.3.2.2. evidence_HR Report example 2
- (4) A.3.2.3. evidence_Book of Rules on Labour Relations

Maturity Level 3: The human resource management practices are maintained in line with the defined processes throughout the entire institution.

A.3.3. Financial management

The University acquires income from: the Founder; tuition fees; realization of scientific-research and artistic activities; providing intellectual, scientific, professional and artistic services; non-cyclical education; publishing activities; providing verification and equivalence of public documents; copyrights and patents; donations from legal entities and individuals; legate, donations and bequeaths; payments collected from students in all study cycles for any academic, administrative or other services; activities carried out by its faculties, laboratories, centers, institutes, sub-organizational units and other organizational structures of the University; diagnostic and other professional services; and from other sources in compliance with law and within the registered activities of the University. Upon the Rector's proposal, Board of Trustees adopts annual financial plan and financing plans and submits them to the Founder to ensure the necessary funds for the operations and activities of the University and its organizational units in the following academic year. By the end of the calendar year, Founder of the University adopts the University budget for the following academic year. The basis for the University financial plan includes: planned total number of students enrolled at the University; planned number of academic and non-academic staff pertaining to the Standards and Norms for Performing Activities in Higher Education of the Sarajevo Canton planned salary expenses, expenses arising from the implementation of the vision of development of the University, as well as any other financial requirements within the financial plan. Primary income and expense items are defined and monitored over years. The institution processes and practices for the management of financial resources are monitored and improved. The International University of Sarajevo (IUS), as a non-profit foundation university with over 20 years of sustained growth, has established a structured, participatory, and transparent financial management framework aligned with its mission, vision, and strategic priorities. The University's financial management processes are formalized through documented procedures, regularly updated policies, and a transparent budget planning cycle coordinated by the Finance Office. One important practice is the annual Budget Planning and Consolidation Process, whereby each faculty and administrative unit submits a detailed financial request linked to its academic programs, research activities, human resources, and infrastructure needs. The University ensures effective and efficient distribution and use of financial resources through a structured and participatory planning process as well as financial management through an integrated institutional planning process coordinated by the Finance Office under the supervision of the Rectorate. To illustrate PDCA cycle in financial management, the process begins with planning stage of each organizational unit (faculties, research centers, institutes, administrative offices etc. They prepare annual financial projections and operational needs based on strategic and operational goals in alignment with the University's mission, vision, and institutional development plans as well as their academic and developmental goals. Annual budget proposals by organizational units, include financial estimations of their academic programs, research activities, human resources, and development needs. These are further evaluated and prioritized centrally to ensure consistency with institutional core strategic pillars: Student-Centric Goals, Research-Centric Goals, and Global Citizenship. The unit-level input submissions are further consolidated into a comprehensive University Financial Plan i.e. by the Finance Office which is subsequently approved by General Secretary Office, to ensure the Plan consistency with the University's mission, vision, and strategic objectives. Furthermore, resource allocation is guided by clearly defined priorities and planned performance indicators, ensuring that budgeting supports both core functions and strategic initiatives. Monitoring mechanisms, including regular budget utilization reports, variance analyses, and annual financial performance reviews, are in place to track the efficiency and effectiveness of resource use. These reviews serve as a basis for adjustments and improvements in subsequent planning

cycles, contributing to the continuous enhancement of financial management practices across the University. The final Financial Plan is reviewed and approved by the Rector and the Board of Trustees, who prioritize funding allocations in line with institutional goals—such as strengthening teaching quality, enhancing research capacity, improving infrastructure, and supporting student success. Budget prioritization is based on predefined institutional criteria, including relevance to annual goals, strategic importance, and regulatory standards. Feedback from regular reviews informs resource reallocation, if necessary, and contributes to continuous improvement in financial planning and sustainability. This process not only guarantees financial accountability but also reinforces strategic alignment and institutional resilience.

For example, during the expansion of the Faculty of Engineering and Natural Sciences, funding was allocated to upgrade laboratory infrastructure based on a cost-benefit analysis and long-term impact on teaching and research capacity. The financial planning behind this investment was guided by predefined institutional indicators (e.g., student-to-lab-equipment ratio, research output, accreditation compliance), and its execution was monitored through quarterly financial and performance reports. Such practices illustrate the University's commitment to aligning financial resource distribution with strategic priorities, measurable outcomes, and quality assurance requirements—across all organizational levels.

Therefore, it can be summarized that efficiency, cost-effectiveness, and strategic alignment are monitored through key progress indicators, such as:

- Budget utilization rates;
- Progress reports from units aligned with action plans (see Strategic Plan Action Tables);
- Performance tracking linked to specific academic or research targets;
- Internal audit controls and quarterly financial reporting mechanisms.

Budget execution is tracked via Monitoring & Evaluation which, inter alia, include:

- Quarterly financial reports;
- Variance and cost-efficiency analyses;
- Performance indicators related to academic, research, and development outputs.

This enables the organization to make adjustments based on data-driven insights to ensure optimal use of funds. Some examples of financial resources allocation, based on predefined strategic priorities, can be presented as follows:

- Expansion of digital infrastructure and hybrid learning capabilities (in response to COVID-19 and modernization goals);
- Investment in research infrastructure and industry collaboration (e.g., creation of new interdisciplinary research offices and labs);
- Student support and career development services.

This integrated approach ensures that financial decisions are not only sustainable but are also adaptive to changing internal and external contexts, reinforcing institutional accountability and quality enhancement. All financial planning is supported by documented procedures and aligned with institutional quality management systems (QMS) and PDCA cycles (Plan–Do–Check–Act).

Evidence: (4) A.3.3.1. evidence_Table & Process flow of Financial Management

Maturity Level 4: The institution monitors and improves its financial resources management processes.

A.3.4. Process management

The QA Rulebook establishes the basis for the application of goal-based management and a process approach to quality improvement. By providing training of employees and the establishment of the ISO 9001:2015 quality standard, the IUS system of continuous quality audit was improved. Given that IUS is a relatively small university, we strive to establish processes that contribute to improving the efficiency of the University as a whole. In accordance with the PDCA method (plan-do-check-act), all the mentioned phases are important in the constant improvement of quality. The defined processes are aligned with the organization's goals, and we try to ensure that they are aligned with each other as well. More efforts need to be invested to establish a fully functional system of planning and monitoring resources and acting on the basis of evidence. Currently, specific information i.e. inputs from stakeholders (which do not necessarily agree with each other) on investment in resources, i.e. people-knowledge, information security management system, management of physical resources, and employment plans are discussed at the University management. The financial situation inherently influences the allocation of resources, considering the priorities within the actual operating environment of the University.

Evidence: (3) A.3.4.1. evidence_ Process Map of General Secretariat Decision
(3) A.3.4.2. evidence_ Process Map

Maturity level 3: Defined processes are managed throughout the entire institution.

A.4. Stakeholder Involvement

A.4.1. Internal and external stakeholder involvement

Understanding the needs and expectations of stakeholders is integral to the IUS QA policy, and this understanding has been gradually embedded in all university processes. IUS governance supports the development of a culture of quality in which internal and external stakeholders contribute to the quality. The main means of communication with external stakeholders at IUS include a variety of channels and tools to ensure effective cooperation. Key platforms and tools used for both internal and external communication with stakeholders include, *inter alia*, official website, social media, conferences and public events, surveys, signing Memoranda of Understanding, projects etc. QA Office regularly collects students' feedback on learning and teaching for each course offered during the semester, while periodically conducting Stakeholders Satisfaction Surveys which include students, academic staff, non-academic staff and external stakeholders. External stakeholder feedback is gathered via Graduate and Alumni Surveys. The purpose and short description of the above surveys are outlined in the QA Rule Book, Annex 3: Description of Procedures for Conducting Surveys. Signed Memoranda of Understanding (MOUs) between the International University of Sarajevo (IUS) and industry partners lay the groundwork for collaborative projects that foster innovation, research, and practical learning. These partnerships provide numerous benefits for both parties. IUS gains access to funding, equipment, and industry expertise, while industry partners benefit from academic research, new insights, and skilled talent. Engaging in joint projects facilitates knowledge transfer, aligning academic research with industry needs and promoting real-world problem-solving. This collaboration enhances IUS's credibility, increases its visibility, and can improve its academic ranking. Additionally, it creates internship and job opportunities for students, bridging the gap between education and career. By sharing resources, expertise, and

outcomes, both IUS and its industry partners establish a mutually beneficial relationship that encourages growth, innovation, and career development, ultimately benefiting students, faculty, and the industry. Above all, IUS encourages active student engagement in management processes. The Statute contains provisions on student organizations (Section 4), and prescribes the right of students to organise themselves into a student organisation that includes representatives of all three study cycles. In addition, the student organization delegates students to University bodies (Senate, faculty councils, Ethics Council, Quality Assurance Office, etc.), which enables students participation in management, decision-making and improvement processes. Students' representatives participate equally in the work of these bodies, present their proposals, appeals and have the right to vote. Furthermore, to encourage the active engagement of students, and in accordance with the Law on Student Organisations of the Sarajevo Canton, the University provides support for the work of student associations, such as space for work. The IUS Student Parliament (SPIUS) operates in accordance with the SPIUS Statute which prescribes the method of electing representatives to IUS bodies. The work of SPIUS is independent and transparent. Their activities can be seen on the IUS website or social networks. Moreover, at the beginning of each academic year, an Orientation Day is organised for freshmen, during which freshmen have the opportunity to familiarise themselves with the work of all bodies and activities in which students participate. The governing bodies and teaching staff encourage students to organise student clubs, which students lead independently (with the consultative role of one of the members of the academic staff). The practice of organizing the Day of Student Clubs was introduced, with the aim of introducing student clubs to as many students as possible. The active engagement of students in quality improvement processes is also visible through their participation in anonymous student surveys. Namely, at the end of each semester, students fill out a survey for each course they have taken in that semester, where in addition to evaluating the quality of the course and the way of transferring knowledge, they can make concrete suggestions for improving the teaching methods of that course through the comment section. The results of student surveys are available to course instructors and management, while average grades by program are available to the public. The results are the subject of discussions between the management and the academic staff, determining ways of improvement indicated in the surveys. Students have the right to appeal the grade, and the right to petition. A mailbox for complaints and compliments has been set up on the campus, which represents another way of active participation of students in the contribution of quality assurance. There is also an online version of the "mailbox", with access by using a QR code. Stakeholder input has been instrumental in several key decisions. For instance, feedback from students led to the refining student survey questions. Additionally, industry partner input guided the creation of our new Artificial Intelligence and Data Engineering Program (AIDE), ensuring it meets current market needs. Graduate survey report informed decision of Visual Arts and Visual Communications Design (VACD) to upgrade and modernize its curriculum.

Evidence

- (4) A.4.1.1. evidence_Stakeholders Satisfaction Survey Form_IUS Academic staff
- (4) A.4.1.2. evidence_IUS Graduate Survey Report
- (4) A.4.1.3. evidence_Stakeholders Satisfaction Survey Form_IUS Administration
- (4) A.4.1.4. evidence_Rector Decision on Changes of Student Survey Form

Maturity level 4: The operation of stakeholder involvement mechanisms is monitored, and relevant improvements are made.

A.4.2. Student feedback

Since 2011, IUS has systematically gathered student feedback, including feedback on courses, lecturers, quality of services, etc. The progress of cooperation with students has been evident over the years as students have showed a remarkable level of maturity as well as trust in the quality of IUS by suggesting measures for improvement of teaching and learning. These measures have been taken on board as one of the inputs for overall teaching improvement at the IUS. The QA Office regularly collects students' feedback on learning and teaching for each course offered during the semester by using SIS module tools, as a reliable official mechanism for collecting feedback, and reports it to the Rector. Following management discussions and approval, the QA Office prepares the Individual Student Survey Report for each course lecturer and uploads the report to the E-campus (professor page). This allows professors to review student evaluations of their courses and make improvements to their course delivery. Student survey evaluations of professors contribute to annual academic assessments. Overall semester report is discussed and adopted by the Senate. We are committed to continuously improving our student engagement processes to ensure they are effective and impactful IUS regularly evaluates the effectiveness of our student engagement mechanisms through surveys. This evaluation process helps us understand the impact of student input on our policies and practices. For instance, we conduct annual student satisfaction surveys to gather feedback on our academic programs and support services. The results of these surveys are analyzed to identify areas for improvement and to inform our strategic planning. Student input has been instrumental in several key decisions and improvements at our institution. For example, feedback from students led to curriculum changes, adjustment of student questionnaire survey and mode of survey implementation i.e. from *pen and paper* to *online*, improvement of resources for study, expanded library hours, mental health and psychology counselling service improvement, enhanced career support actions, environmental initiatives, inclusion students in more research activities and providing more practical hours in teaching. These initiatives have been implemented in response to the needs highlighted by our students. Our feedback loop involves collecting input through various channels, analyzing the data, and making informed decisions. We then communicate the outcomes back to students through the student association SPIUS, by using reports and meetings, to ensure transparency and continuous improvement. For example, after implementing changes based on student feedback, we provide updates through our annual report and discuss measures with the student parliament SPIUS to gather further input.

Evidence:

- (4) A.4.2.1. evidence_Student Survey Form 2024
- (4) A.4.2.2. evidence_Student Survey Report Fall 2024
- (4) A.4.2.3. evidence_ Decision on Student Survey via SIS
- (4) A.4.2.4. evidence_Statement On Evaluation Of Academic Staff Course Passing Rates And Teaching Process Implementation In Academic Year Of 2023-2024

Maturity level 4: Practices about collecting student feedback are monitored in all programs and they are improved with student involvement. Feedback results are reflected in decision making processes.

A.4.3. Alumni relations management

The Students and Career Center is the responsible unit for maintaining and regularly updating records of IUS alumni. Currently, IUS database includes around 3,300 alumni, with approximately 75% of records containing complete contact details and information on

employment and continued education status. Additionally, IUS actively engages with alumni to collect and publish their success stories on the IUS Alumni page and other university communication channels, including the [IUS Alumni LinkedIn page](#). To enhance alumni engagement, IUS also operates IUS Alumni WhatsApp channel, where the University shares relevant updates on current activities and events. Beyond communication efforts, alumni are frequently invited to hold lectures and talks within their respective fields at IUS. Looking ahead, IUS plans to further strengthen alumni involvement through events such as motivational talks, career development workshops, alumni auction nights, and dinner gatherings.

Evidence

- (4) A.4.3.1. evidence_Alumni Survey Form
- (4) A.4.3.2. evidence_Alumni Survey Report
- (4) A.4.3.3. evidence_Graduate Exit Survey Form

Maturity level 4: The alumni tracking system practices are monitored and improvements on the program are made based on needs.

A.5. Internationalization

A.5.1. Management of internationalization processes

Given the international strategic orientation of the university, IUS has established relevant management of internationalization processes, organizational structure and resources. The Vice-Rector for International Cooperation and Research is charged with university level coordination regarding external cooperation. The Vice- Rector oversees and proposes appropriate measures in line with the [IUS Internationalization Strategy](#) and Action Plan for Internationalization Strategy. The strategy outlines the following key areas for improving the international outreach of the University: strengthening international partnerships, improving and diversifying student recruitment, promoting development and mobility of academic staff, fostering research collaborations, supporting internationalization of curricula, promoting diversity and inclusivity on campus and nurturing cooperation with alumni. The Double Diploma Program (DD) at the International University of Sarajevo (IUS) represents a vital step towards advancing the institution's mission of internationalization. By fostering strategic academic partnerships with Istanbul University, Marmara University, and Istanbul Technical University, the program provides students with a unique opportunity to engage in a transnational academic experience. Participants will complete two years of study at IUS, followed by two years at one of our prestigious partner universities in Türkiye. This structure not only enriches students with cultural diversity but also enhances their career prospects by granting dual diplomas recognized both nationally and internationally. The Double Diploma Program is committed to cultivating academic excellence, fostering global understanding, and equipping graduates with the skills necessary for success in an increasingly interconnected world. As a recognition of IUS implementation of activities towards strategic goals and aspirations IUS awarded the Erasmus Charter for Higher Education (ECHE) Certificate for the period 2021-2027. The European Commission has recognized IUS commitment to the Erasmus+ Programme and approved IUS Erasmus Policy Statement by awarding this prestigious Certificate. The Certificate is extremely important for student and staff mobility and participation in international cooperation projects. Our university employs a comprehensive framework to monitor and evaluate internationalization activities. This includes tracking key performance indicators (KPIs), which are included in the Action Plan for IUS

Internationalization Strategy, such as international student enrollment, student and faculty mobility, the number of active international partnerships, and joint research outputs, and partnerships for double diploma programs. Along these lines we conduct regular reviews and assessments to ensure these activities align with our strategic objectives and mission.

Examples of Action Plan goals (2024-2029):

Goal 1. Strengthening International Partnerships

Goal 2. Increasing International Student Recruitment

Goal 3. Faculty Development and Mobility

Goal 4. Research Collaboration

Goal 5. Curriculum Internationalization

Goal 6. Campus Diversity and Inclusion

Goal 7. Alumni Involvement

Currently reporting against the Action Plan is undergoing. Our feedback loop involves collecting input through various channels, analyzing the data, and making informed decisions. We then communicate the outcomes back to stakeholders through reports and meetings, ensuring transparency and continuous improvement. For example, after implementing changes based on stakeholder feedback, we provide updates through our annual report and hold meetings to discuss the outcomes and gather further input.

Evidence:

(4) A.5.1.1. evidence_IUS Internationalization Strategy

(4) A.5.1.2. evidence_Action Plan for IUS Internationalization Strategy

(4) A.5.1.3. evidence_Book of Rules on Participation on Exchange Programs

(4) A.5.1.4. evidence_ECHE IUS Erasmus Charter for Higher Education

Maturity level 4: The management and organizational structure of the internationalization processes are monitored and improved.

A.5.2. Internationalization resources

Internationalization is one of IUS foundation and strategic goals. (VI, point 7, Strategy 2022-2026). IUS supports internationalization efforts through various resources provided by the International Relations Office (IRO), the Office of Sponsored Projects (OSP), the Coordinating Center for Dual Diplomas (DDCC), Research and Development Center (RDC) and the Balkan Studies Center (BSC). Mobility (exchange) of students, academic and administrative staff is regulated by the Book of Rules on Participation in Exchange Programs (hereinafter: *Rulebook on Exchange*). The mobility is supported through active participation in the Erasmus+ program (active since 2014), Mevlana program (active since 2013) and through individual exchanges. All exchange programs have been promoted in a timely and transparent manner, both through messages to students/staff and through the [website](#). The International Relations Office (IRO) at IUS handles international visibility, partnership development, student and staff mobility, and residence permit assistance. For example, IUS participates in the KA171 action (mobility between "programme" and "partner" countries). Through IRO, IUS cooperates with various stakeholders such as with the Ministry of Security of BiH, the Ministry of Foreign Affairs of BiH, and various embassies. IRO also promotes IUS globally and takes part in international

education fairs. The Office of Sponsored Projects (OSP) provides support for national and international project applications, shares information on international project calls, organizes training and webinars, and supports academic staff's travel to international conferences. The Coordinating Center for Dual Diplomas (DDCC) ensures the application of dual degree protocols, establishes contacts with partner universities, and monitors program progress and accreditation compliance. Balkan Studies Center (BCS) mission is to motivate and support the academic community, policy-makers and the public in the promotion of scholarly research and policy analysis related to the Balkan's history, political economy, culture, literature, arts and architecture, foreign policy and security that will inevitably lead towards tolerance, understanding and the regional cooperation. The work of the Center contributes to creating a peaceful, just and prosperous Balkans through training of young academicians who are interested in specialization in certain fields in the region.

Evidence:

(4) A.5.2.1. evidence_Book of Rules on Balkan Studies Center

(4) A.5.2.2. evidence_Rules of Procedures of Office of Sponsored Projects

Maturity level 4: The distribution of internationalization resources in the institution is monitored and improved.

A.5.3. Internationalization performance

To effectively manage its internationalization performance, the university has adopted an Action Plan that details activities, responsibilities, performance indicators, and deadlines to support the implementation of the Internationalisation Strategy. Internationalization performance is measured and improved based on how well the institution incorporates international, intercultural, and global dimensions into its teaching, research, and service functions. Key aspects and indicators used to measure this performance include student mobility, international partnerships, curriculum internationalization, research collaboration, faculty diversity, global engagement, and international reputation in global rankings. By evaluating and comparing these elements, IUS formulates strategies to enhance its global presence and impact. To strengthen alignment with this sub-criterion, it would be useful to provide evidence of how performance data is benchmarked against peer institutions or international standards, and how the results are shared internally and externally to support transparency and accountability. Additionally, including specific outcomes or changes that resulted from performance reviews—such as increased partnerships, higher international student numbers, or improved rankings—would demonstrate a mature, data-informed approach to internationalization and close the loop on the performance evaluation cycle.

Evidence: (4) A.5.3. evidence_Report on Mobility_Senate Decision

Maturity level 4: Internationalization activities in the institution are monitored and improved.

B. LEARNING AND TEACHING

B.1 Program Design, Evaluation and Update

B.1.1. Design and Approval of Programs

Design and approval of programs is outlined in the [Book of Rules on Adoption, Changes and Evaluation of Study Programs at the International University of Sarajevo](#). The Rule Book defines procedures to propose, approve, evaluate and update the study programs. The program learning outcomes are created observing the generic descriptors of the qualification levels included in the Decision on the Adoption of the Basics of the Qualification Framework in Bosnia and Herzegovina ("Official Gazette of Bosnia and Herzegovina", number 31/11) - NQF, which is aligned with 8 levels of European Qualification Framework (EQF). The first cycle of studies includes completion of 4 years of study and 240 ECTS credits, master's degree includes either one year of studies which is valued 60 ECTS credits or two years, which is valued 120 ECTS credit, while PhD program usually takes three years of full-time study to complete and it is valued 180 ECTS credits. The learning outcomes are defined per study program, study cycle and per each course in Accordance with the Dublin Descriptors. Proposals of new study programs are initiated by the Faculty Councils, while the Senate brings the final decisions with prior consent by the Founder. The Curriculum Committee, a permanent university committee appointed by the Rector (hereinafter referred to as CC), is responsible for reviewing proposals and providing opinion for the introduction of new study programs, and of major or minor amendments to existing study programs. Annual analysis of the study programs' performance is conducted by Faculty Councils which discusses the results of teaching and determines the proposal of measures for improvement. The semester student survey report, conducted by QA Office, represents another input for objective analysis of course delivery success by an academic unit. The procedure for starting and adopting a new study program at the university begins with the Faculty Council, which submits an Elaborate on the Establishment of a New Study Program to the Office for Quality Assurance. This document, prepared in both B/C/S and English, must comply with the Standards and Normative for Higher Education Activities of Sarajevo Canton. The proposal is reviewed by the Curriculum Committee and, upon receiving a positive opinion, is sent to the University Senate for approval. The Senate's decision requires the prior consent of the Board of Trustees and must include an indication of the initial accreditation, which remains in effect after the first generation of students completes the program. A similar procedure is followed for establishing new departments. The evaluation of study programs is conducted through the internal quality assurance system, in accordance with the Law on Higher Education of the Canton of Sarajevo, HEA decisions, and internal rules. The Faculty Council initiates and evaluates the study program for all cycles, with internal evaluations occurring continuously and at least once per study cycle. For new programs, the first evaluation takes place in the academic year following the completion of the first student cohort. Periodic evaluations result in the creation of a Study Program Self-Evaluation Report (SER), which is necessary for external evaluation and accreditation. The self-evaluation process includes analysis based on criteria and indicators set by the Agency's Accreditation Criteria and European standards.

Evidence:

(4) B.1.1.1. evidence_NQF Overview

(4) B.1.1.2. evidence_Book of Rules on Adoption, Changes and Evaluation of Study Programs at the International University of Sarajevo

(4) B.1.1.3. evidence_ Rules of Procedure of the Committee for Monitoring Study Programs- Curriculum Committee

Maturity Level 4: The design and approval processes of the programs are systematically monitored and improved by evaluating them by relevant stakeholders.

B.1.2. Course distribution balance of the program

Balance of course distribution in programs of IUS educational programs include, in addition to professional and field-specific courses, elective courses from outside the field to ensure students gain awareness of various disciplines. Curriculum diversification, interdisciplinarity and internationalization is a strategic commitment of the IUS and true to its mission and vision. Each study program curricula consist of required (compulsory) and elective courses. The percentage varies from program to program. Curricula for the first cycle offers a total of 42 courses whose completion leads to a bachelor's degree of 240 ECTS. On average, the percentage of elective courses is 30 percent or 70 ECTS. The courses are balanced to equip students with knowledge, skills and competence within fields of expertise and to acquire knowledge in other fields of study. Faculty Councils initiate, inter alia, review and propose the curricula and syllabi for all study cycles, make a decision on elective courses within the study program to be carried out in a certain academic year, propose plan of realization of teaching process before the beginning of the academic year, which contains a proposal for the list of responsible teachers and associates at the faculty (which is submitted to the Senate), analyze the success of courses' teaching and exams in the semester and academic year and determine measures for improvement, analyze, evaluate and report on the results of academic performance within study programs, determine the proposal of preventive and corrective measures for the improvement of teaching, make decisions on students' appeals on the Dean's decisions on students' dormant rights, and propose faculty's development and work plan.

Our university employs a comprehensive approach to evaluate the balance of course types using both performance data and student feedback. We collect and analyze data from various sources, including legal norms for higher education, course evaluations, student surveys, and academic performance metrics. This data helps us identify trends and areas for improvement in our program curricula. Based on the findings, we make relevant adjustments to the curriculum. For example, student feedback indicated a need for more practical, hands-on courses in the engineering program. In response, we have introduced more practical hours and project-based learning topics or visits to industry. We continuously monitor the impact of these curriculum adjustments on student learning outcomes and satisfaction. This is done through the next surveys in order to establish if the changes had positive impact on student satisfaction rates and their academic performance.

Evidence: (3) B.1.2.1. evidence_ Internship Process Forms

Maturity Level 3: There are practices throughout the institution in accordance with the defined processes regarding course distribution balance.

B.1.3. The alignment of course objectives with program outcomes

The course distribution takes into consideration program' learning outcomes. These are structured considering taxonomies (i.e. cognitive, psychomotor, and affective), to describe how students' understanding develops from simple to complex by study progress from identifying foundation skills or knowledge needed for more complex learning and matching observable

behaviors to different types of learning. There are mechanisms in place to enable monitoring process of realization of learning outcomes, such as Student Survey, Graduate Survey, Lecturer Self Evaluation, and currently in progress the Internship Evaluation Report etc. The Satisfaction survey, conducted by QA Office in 2024, showed that 64% are satisfied with achieving learning outcomes per course. The study programs learning outcomes are evaluated periodically, mostly during the programs self-evaluation. The evaluation process is initiated and carried out by the Faculty councils. Each course syllabus is publicly available through the [E-campus platform](#), while the curricula are presented via the [IUS webpage](#). Both curricula and syllabi are regularly maintained by the QA Office. We benchmark our learning outcomes and evaluation practices against national and international standards and norms to ensure a high level of quality and relevance. This involves comparing our performance data with standards set by accrediting bodies and peer institutions. For instance, we align our assessment criteria with the European Standards and Guidelines for Quality Assurance in Higher Education (ESG) and the criteria established by the Agency for the Development of Higher Education and Quality Assurance in Bosnia and Herzegovina (HEA). Our approach to managing learning outcomes follows the PDCA (Plan–Do–Check–Act) cycle and is usually done on study program basis.. We plan by setting clear objectives for learning outcomes, do by implementing instructional designs, check by evaluating the impact through data analysis, and act by making further adjustments based on the findings. This iterative process ensures continuous improvement and responsiveness to student needs.

Evidence:

- (4) B.1.3.1. evidence_Curriculum example
- (4) B.1.3.2. evidence_sample_Course impact on Program Learning Outcomes
- (4) B.1.3.3. evidence_Syllabus example
- (4) B.1.3.4. evidence_Satisfaction Survey_Learning Outcomes
- (4) B.1.3.5. evidence_LO Matrix Sample

Maturity Level 4: The alignment of the course objectives with the program outcomes is monitored and improved.

B.1.4. Student workload-based course design

Student workload-based course design has been implemented at IUS. Since its inception, the International University of Sarajevo (IUS) has implemented the European Credit Transfer and Accumulation System (ECTS). The number of ECTS credit points allocated to each course is based on the student workload, which encompasses the total time spent on the course. This includes attending theoretical and practical classes, tutorials, and completing seminar papers. Additionally, it covers independent study tasks such as homework, projects, and research papers, as well as preparing for assessments like tests, quizzes, team and individual projects, mid-term and final exam. The syllabi of all active courses offered at IUS are available in the E-campus web application and can be accessed by the public. Each course syllabus has defined ECTS credit points, learning outcomes, applicable workload commensurate with the number of ECTS, teaching methods, assessment methods, mandatory and optional literature and the content overview. Student internships are mandatory and valued 6 ECTS. Acquiring practical knowledge and skills outside IUS is ensured through the process of student work placement/internship. The procedure for applying, monitoring and recording of student internships at the University is regulated in more detail by the Practical Training/Internship Rules and Regulation. After successfully completing the internship, students are required to obtain a signed and certified report issued by the contracted employer. Student exchange (Erasmus+ and individual exchange) is another way of acquiring skills outside the home

institution. Recognition of ECTS and successfully passed courses during exchange is regulated by Book of Rules on Participation on Exchange Programs. Each study program appoints responsible coordinators for the exchange programs, with the task of monitoring and verifying the courses taken by students within the exchange program.

Evidence:

(4) B.1.4. evidence_IUS Study Rules

Maturity Level 4: Student workload in programs is monitored and course design is updated accordingly.

B.1.5. Follow-up and updating of programs

All IUS programs of the first and second cycle are periodically evaluated and updated. In 2024, in preparation of the anticipated national accreditation, all study programs have been going through the process of self-evaluation (SPA process). For this purpose, program self-evaluation committees have been established to coordinate the evaluation and updating of programs. QA Office annually publishes *IUS End-of-Year Report (EoY)*, which is addressed to the university's and academic units' management for further analysis, adoption of appropriate corrective measures and serves the purpose of assessing the level of implementation of action plans, risk management estimation and further strategic guidance. The report refers to the IUS performance in the completed academic year and includes statistics on students (admissions, active students per programs and country of origin, scholarship distributions, dropouts and graduates, pass rates), academic and supporting staff, research and creative output per study program and faculty, mobility and communications. The End of Year Report is supplemented with two semester's reports on the conducted student survey, which cover students' satisfaction with: the courses they attended and the knowledge/skills they acquired, the design and organization of the course, the student opinion on abilities of professors and their dedication to teaching, as well as review and assessment on services provided by the University. The survey is conducted in accordance with the format prescribed by the internal acts of the University, in order to inspect the quality of teaching, to review the learning outcomes for the purpose of continuous improvement. As an input for the interpretation of the process level of quality, it is important to mention the annual graduate survey as well as periodic alumni surveys. Both surveys provide useful resource for planning further activities both at the administration and the academic level. Centralisation of data collection enables continuous insight into the functioning of the entire quality assurance system and the quality of work.

Evidence:

(3) B.1.5.1. evidence_Senate Decision on Committees (SER)

(3) B.1.5.2. evidence_Decision on Committee Appointment for Internal Program Evaluation ECON MAN and IBF

Maturity Level 3: Mechanisms about the follow up and updating of the program outcomes are implemented in all programs.

B.1.6. Management of learning and teaching processes

The Statute of the International University in Sarajevo is a fundamental internal document, which regulates teaching and learning processes at IUS. Study Rules for the First and Integrated Study Cycles, Study Rules for the Second Study Cycle at IUS, Study Rules for the Third Study Cycle at IUS regulate more detailed organisation and nominal duration of studies, method of enrolment, suspension of rights and obligations of the student, examination and assessment procedures, final thesis, mentors' appointment and replacement, formation of commissions in the process of acquiring academic titles, anti - plagiarism, conditions for awarding a diploma, as well as other relevant topics related to the study process. Vice Rector for Academic Activities is tasked with university level coordination regarding student affairs. The Vice-Rector oversees and suggests improvements of the activities related to the course and exam schedule, classroom arrangements, relations with Student Parliament of IUS (SPIUS), academic staff evaluation process, ethical issues including teaching and plagiarism, and collaborations with industry. The main office which supports learning and teaching is Student Affairs Office (SAO). The higher education institution regularly monitors and further develops its study programs, with the involvement of stakeholders. In accordance with the Law on Higher Education in the Canton of Sarajevo, study programs are subject to evaluation, changes, amendments and supplements at least once after the end of the study cycle in which the study program is implemented. Following this request, Book Of Rules On Adoption, Changes And Evaluation Of Study Programs At The International University Of Sarajevo (SP Rule Book), was adopted by the Senate in 2023. SP Rule Book establishes procedures for: Regular modernization of study programs, Amendments and supplements of study programs, Regular internal self-evaluation of study programs, Regular modernization of courses, such as improvement of course teaching methods, introducing new scientific findings and incorporation of contemporary literature, is not considered either major or minor change or amendment to the study program. Modernization is considered as a part of the internal improvement of the quality system at the University. This category also includes changes in course codes, corrections of minor technical errors etc. Amendments of study programs may be based on: legal obligation, alignment of the study program with the strategic goals of the University, incorporating new scientific knowledge, changes in the labor market, conclusions reached on the basis of the implemented survey, analysis and review of the study program, recommendations for improvement resulting from internal or external evaluation, and adopted corrective measures, as well as the opinions of internal and external stakeholders (e.g. students and/or their organizations, business representatives, professional associations, etc.). The request for study program amendments is submitted to the QA Office in electronic form, using form F_252, which is publically available to proposers. The QA Office checks the completeness of the request and forwards it to the Curriculum Committee for its consideration and opinion. The procedure of internal program evaluation (self-evaluation) is carried out continuously and at least once after the end of the study cycle in which the study program is implemented. The procedure of internal program evaluation (self-evaluation) for a new study program is carried out for the first time in the academic year that follows after the first generation of students has completed the study program and must be completed in that academic year. This procedure is carried out in line with precise prescribed criterion, which follows the general criterion and quality standards in higher education. The procedure of internal program evaluation (self-evaluation) for a new study program will be carried out for the first time in the academic year that follows after the first generation of students has completed the study program and must be completed in that academic year. Periodic evaluation of study programs results in the carrying out a self-evaluation process and the creation of an internal Study Program Self-Evaluation Report (SER). SER is also a prerequisite for the process of external evaluation and ultimately the

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

- Annual analysis of the success of the implementation of the teaching process and pass rates, from preparing the report to adoption by the Council and finally by the Senate.
- By using quantitative data from the information system, such as the number of enrolled students, drop outs, progression, length of study, achieved and cumulative student CGPA, etc.
- By conducting surveys on the quality of the realization of the educational process, resources, students' output competencies (student surveys, alumni, employers, focus groups, surveys on the popularity of study programs, employability, etc.)
- Periodic revision of learning outcomes, student workload, etc.
- By conducting an annual evaluation of academic staff in the areas of scientific research, teaching and mentoring, community service and projects, and adopting a summary report at the councils and senate
- By looking at the data on the mobility of students, academic and administrative staff.
- Review of cooperation agreements with other institutions.
- Analyzing student complaints.

All the above processes help inform the management decisions and future planning.

Evidence: (4) B.1.6. evidence_Instruction on the Establishment and Maintenance of an Electronic Register of Curricula and Syllabi.

Maturity Level 4: Practices for learning and teaching management system are followed up and the results of follow up are used for improvements.

B.2 Implementation of Programs

B.2.1. Teaching methods and techniques

Various teaching methods and techniques are implemented to provide students with knowledge, skills and competences. These include problem-based learning, professional skills applications, project work, case discussions, industry visits, and scientific research projects. Each course employs relevant methods subject to defined learning outcomes. Course syllabi contain information on the course, such as course learning outcomes, ECTS and student workload, teaching methods, assessment type and relevant percentage. The syllabi are publicly accessible via the E-campus. Student involvement in teaching and learning is evident through their participation in surveys, where they provide feedback on their overall course experience including teaching methods. In the satisfaction survey carried out by the QA Office, 60% of students provided feedback to be very satisfied or satisfied with teaching methods across different study programs. At the end of each semester, students complete a survey for each course, evaluating the course quality and the method of knowledge transfer. They can also suggest improvements to teaching methods through the survey comment section. Survey results are made available to course instructors and management, while the summary of survey results is publicly accessible on the web page. Our university employs a systematic approach to collect and analyze student feedback to inform adjustments and improvements in teaching techniques. We gather feedback through various methods, including semester surveys, this feedback is then used to identify specific areas where teaching techniques can be enhanced. For example, student feedback indicated a need for more interactive and engaging teaching methods in large lecture courses. Also sometimes professors do not introduce breaks in such a classes. In

response, the study programs/lecturers were instructed to divide students in more small group discussions, interactive polls, and use real-time feedback tools during lectures as well as to allow for small breaks in long hours lecturing classes. These changes have led to increased student engagement and participation.

Maturity Level 4: Student centered practices are monitored and improved with the involvement of relevant internal stakeholders.

B.2.2. Measurement and evaluation

The IUS assessment methods include both formative and summative methods. They are selected to best align with the course learning objectives. A higher education institution follows procedures that guarantee a fair, transparent and consistent way of assessing students and provide for the possibility of student appeals. The procedures are formalized and are publicly available. Assessment components and methods are designed by the course holder, while the lowest pass threshold is common for each course. Additionally, all assessment elements, which make up the grade, are part of the course syllabus. All courses' syllabi are regularly revised and updated before the start of each semester. The course syllabi are publicly available via www.ecampus.ius.edu.ba. The approximate dates of the exams are part of the academic calendar that is publicly available and published on the IUS website (Academic Calendar). Exam schedules are published in a timely manner, on the website and on the noticeboards of the faculties. According to the 2024 Satisfaction survey, 77% of students agree that the exams are carried out in a professional manner. The grades of the midterm and final exams are published in the Student Information System (SIS) within 5 working days from the day of the examination. As a part of the information on the grade is also an indication of the student's right to review the examination assessment through the established means of communication. Students have the right to appeal to grade. The Grade Appeal Process, i.e. the deadline, the method of establishment and the work of the exam re-evaluation commission, are prescribed by the Rulebook. The Process is initiated with a student request, on the form F-44/01. The form is available on the IUS website, and in a printed version at the Student Affairs Office. This process is formalized and clearly explained.

Evidence:

(4) B.2.2.1. evidence_Bologna Framework for Grade Distribution

(4) B.2.2.2. evidence_Study Rules

Maturity level 4: Student-centered measurements and evaluation practices are monitored and improved with the involvement of relevant internal stakeholders.

B.2.3. Student admission and the recognition and crediting of prior learning

The principles and relevant procedures for student admission are outlined by the IUS Statute and publicly announced. Applicants to IUS must have completed a four-year secondary school or an equivalent education. Prospective students need to demonstrate advanced English skills, proven by internationally recognized certificates (e.g., TOEFL, IELTS) or passing the Proficiency Exam organized by the English Language School (ELS) at the University. The process of enrolment begins with a public announcement of the competition for enrolment. The entire procedure follows established criteria. Admission calls for all study cycles are publicly announced for full-time, part-time, or DL study modes. Except for third cycle studies, the competent Ministry must give consent before the announcement of the public call. Applications and enrolment follow the admission call deadlines, with general enrolment conditions specified by study rules and additional conditions set by the competent authority. Candidates with high

school education from outside Bosnia and Herzegovina can participate in the admission process before recognition of their foreign qualifications. Enrolment aligns with the Academic Calendar adopted by the Senate, with deadlines for foreign citizens determined by the Senate. The selection of candidates is managed by the admission committee appointed by the Rector. Preliminary acceptance lists are published after verification and candidates can object to the list within three days. The final list of enrolled students is published on the University notice board, with additional lists for second-semester students published before the start of the Spring semester to ensure coordinated class attendance. IUS offers financial support to student candidates for admission through various forms of scholarships. Testing of knowledge of potential students, whose results are the basis for obtaining scholarships, is organized every year in March. Testing is not of an eliminatory character. Testing consists of questions and tasks. The test results are used to assess the motivation, ability and knowledge of candidates which are specific to relevant study programs. Scholarships are awarded to candidates who have shown the best results. The issue of awarding scholarships is regulated by the *Rulebook on awarding scholarships at IUS*, which is publicly available on the University's website.

The International University of Sarajevo (IUS) has a well-established system and procedures for recognizing qualifications obtained abroad and the period of study, as outlined in the Book of Rules on Recognition of Foreign Higher Education Qualifications, adopted by the Senate. These recognition procedures are in alignment with the fundamental principles of the Lisbon Convention. IUS maintains excellent cooperation with the national body, the Centre for Information and Recognition of Qualifications in Higher Education (CIP), which provides recommendations and issues official documents for the recognition of qualifications in Bosnia and Herzegovina. Each recognized qualification undergoes the CIP recommendation process. IUS has set up a dedicated office to handle requests for academic and professional recognition. Instructions for qualification recognition can be found on the university's website.

IUS highly appreciates all stakeholders' feedback and suggestions by our main stakeholders being our students and alumni. As for students' feedback related to admission and recognition of diploma, the feedback is collected through the following mechanisms: 1. A survey conducted at the end of the students study period; 2. Individual meetings during admission with both students and parents; 3. Individual meetings with applicants for recognition of diploma; and other standard quality assurance surveys conducted during students' regular study semesters. As examples of improvements outcomes to students and other stakeholders' feedback; number of processes in the admission and recognition process have been altered or improved. To mention some examples:

-Improvement of the student survey by Bureau for Statistics: The electronic survey for the institution of statistics of the state is required by the state in BiH. The survey is mandatory and it is conducted on paper by every student. It is still conducted on paper at all other universities in BiH, but IUS Student Affairs Office worked closely with the state agency to allow our students to do the survey online.

-Web based application for scholarship processing and admission. For a long time, the process of admission required physical paper application, and the existence of the person themselves. Due to student feedback, admission for scholarship and for study contracts is made possible online, including legal paper work that is imposed by state law required for finalizing the processes.

-Due to privacy concerns, and feedback from stakeholders, all announcement to students during the admission process are done via code that are distributed to them. So, privacy is maintained to the most possible extent.

The process of prior learning diploma recognition involves state body (CIP), while all communication with CIP ENIC-NARIC is optimized. The university's experience and feedback from stakeholders have been analyzed and relevant measures have been applied such that IUS

has the fastest response in terms of recognition process, which involves clear steps: a. Communication with the national Centre for Information and Recognition of Qualifications in Higher Education (ENIC-NARIC) – CIP; b. Forming scientific committee; c. Deciding on the committee report by respective faculty council. All these processes are managed within the time frame that is designed to meet the law requirements, and to be as fast as possible.

Evidence:

(4) B.2.3.1. evidence_Book on Rules on Recognition of Passed Courses and Their Equivalence at IUS

(4) B.2.3.2. evidence_Rulebook on Organization of the Distance Learning at IUS

Maturity level 4: Student admission and recognition and accrediting of prior learning processes are monitored and improved and updates are declared.

B.2.4. The certification of qualifications and the diploma

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

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

All prescribed forms are updated in a timely manner in accordance with the recommendations of the HEA. Considering the importance of the timely issuance of the aforementioned documents, an efficient process has been established that guarantees students the issuance of a Graduation Certificate within 7 days, and a Diploma and Diploma Supplement within 30 days. In the last semester of studies, the Student Affairs Office (SAO) informs students about the process of applying for graduation. SAO provides students with clear instructions and information. All necessary forms are available both in the SAO premises and, online, through the website. The timely issuance of this type of document is not only an administrative task, but also a key part of supporting students in the steps they take after completing their studies. Also, a part of SAO staff members is responsible only to monitor the accuracy and timeliness of documents' issuance. Records on issued diplomas, as well as their copies, are kept permanently, according to the regulations prescribed by the Ministry, while duplicates are issued according to the valid Regulations on Issuing Duplicate Diploma. Instructions for starting the graduation process, as well as instructions for issuing a duplicate diploma, can be found via IUS webpage. It is important to mention that IUS has procedures for recognition of ECTS in exchange programs in line with the key principles of 2015 User Guide.

Evidence:

(4) B.2.4. evidence_Decision on issuing diploma and diploma supplement to IUS graduates

Maturity level 4: Practices are monitored and defined processes are improved.

B.3 Learning Resources and Academic Support Services

B.3.1. The learning environment and resources

IUS campus is equipped with all necessary resources for a successful and high-quality educational process, including classrooms, research facilities and laboratories, studios, amphitheatres, library, art gallery, sports fields and sport hall, gym, canteen, cafe and other facilities. The campus meets high standards and norms regarding the required space, with a total area of 20,508 m², which is in accordance with the prescribed requirements defined by the Standards and Norms in Higher Education. More specifically the relevant areas expressed in square meters are as follows: classroom space: 24.956,08m², library space: 652 m², laboratory space 2384 m², space for students' life standard (accommodation, food, recreation): 10.428 m², number of amphitheatres and/or large auditoriums: 5, number of classrooms: 39, number of computer classrooms: 6. Library includes 162 reading places divided into six separate reading rooms: Main reading room, Reading room for group studies, Reading room for English language learners, Computer room, Reading room for PhD students, Reading room for the use of work on final thesis, Storage room for IUS publications. The library has 29,379 library units (including periodicals, reference materials, final student theses...), i.e. 21,592 books in English, Turkish and Bosnian, and a smaller part in other world languages, as well as in different scripts. The library collection is divided into 6 collections: Books in English, Books in Turkish, Books in the Bosnian Language, Books in other world languages, Periodicals Archive of final papers (BA, MA and PhD theses). The number of library units is gradually increasing thanks to the process of acquiring new books, gifts or donations, exchanges, and IUS' own production. All library units used in teaching are processed in ZAKI-X (a unique information and technical system for managing the entire work of the library and monitoring the circulation of library materials). Each processed library unit is equipped with a 3M code for RFDI protection. The bibliographic description of the processed units is visible and searchable through the online catalogue, which includes information about the location, the number of copies available and the length of the loan period. The books are processed according to the Dewey Decimal Classification (DDC) - the most widespread classification system in the world. Mandatory and additional literature is provided at the library. Additional reference material is available through electronic databases such as JSTOR (link:<https://www.jstor.org/>) directly at the University. To access more scientific and research resources outside the IUS campus, the Cooperation Agreement with the National and University Library of Bosnia and Herzegovina is signed. To improve the teaching process, align work with modern digital achievements and provide quality resources for work, as in previous years, during the 2023/2024 academic year, students are also enabled to work with the Pearson MyLab and Mastering program. The goal of this program is to increase student activity and thereby improve results. So far, IUS has published 53 monographic publications, and 4 periodicals are active in (OA – Open Access) on the IUS website. The membership of IUS in Crossref enables the assignment of a DOI (Digital Object Identifier) to all IUS editions, through which a link is established to the internet page on which certain digital content is located. Currently, a DOI number is assigned to active journals at IUS and to articles within those journals.

To make informed decisions and measures for improvement, surveys are being carried out to obtain students' feedback on the learning resources. In support of educational and scientific-research processes and activities (IUS) has established a flexible computer information system with professional network equipment based on Cisco network system solutions implemented within the Campus. The foundations of the University's information system are made up of Cisco Blade servers on which the most modern virtualization technologies such as VMware

vSphere and Microsoft Hyper-V are implemented, and which, together with shared DELL disk space and the Avamar backup system for making backup copies of digital data, form a functional and modern data centre of the University. The campus' network system is protected from the outside by highly soft and high-quality Cisco FirePower firewall devices that implement anti-virus and anti-malware protection systems as well as detailed URL filtering of digital data both from the outside and from the inside of the campus network system. All network and communication applications, services (the basic university domain "ius.edu.ba" as well as many subdomains, AD, DC, DNS, FTP, Student Information System, Library Management System, web presentation of faculties and centres, internal applications of organizational units and other applications) are implemented on existing computer equipment within the basic university network system. The university library has ten desktop computers that have a permanent Internet connection and are available to students staying in the library. The University has 5 registered and indexed online journals software implemented and supported by the University IT Center as support in scientific research work and advancement of both the academic staff of the University and external authors, which also represents a knowledge base from various fields. For the purposes of authentication of educational and scientific research works and projects, IUS has Turnitin software licenses that help academic staff to perform appropriate authentication of submitted research and educational works. In general, the development and upgrade of the resources has been strategically integrated with institutional goals and strategic action plans. For example, the institution's self-evaluation process, which was conducted 6 years ago, highlighted the need to establish an E-campus platform to enhance transparency, particularly regarding syllabi, and to introduce the digitalization of numerous paper-based processes. Today, the E-campus is a modern university platform which is widely used for paperless administration and information update. Another example of targeted improvements which derived from satisfaction surveys and needs assessment is recent investment in electronic library resources such as Research4Life. Through this initiative, both staff and students will have access to one of the world's largest collections of scientific and technical literature, provided by leading international academic publishers.

Evidence: (4) B.3.1.1. evidence_Research4Life Agreement

Maturity level 4: The usage and development of learning resources is monitored and improved.

B.3.2. Academic support services

IUS provides adequate support to students in their academic progress, by creating an environment in which students have equal opportunities to learn and achieve success. Upon admission, IUS assigns an academic advisor for each student, who typically accompanies them until graduation. Students consult their academic advisors on general issues related to the study such as registration and choice of courses per semester as well as performance analysis, while for internship/work placement or an exchange, students consult special advisors appointed by the faculty councils. An academic advisor can access the results of the student assigned to him/her. If deemed necessary, the academic advisor proposes measures for a student to improve the results. This may include a change of the field of study in case that poor performance of the student is the result of a lack of interest in the study program s/he is attending. IUS has adopted a Rulebook that defines the minimum of success that a student is obliged to achieve in order to continue his/her studies, and to prevent underperforming students from wasting their time and money unnecessarily. Student & Career Center help students with their career development

process. In addition to academic progress, IUS students are encouraged to participate in extracurricular activities such as sports activities, work on projects outside of classes, participation in student clubs and organizations, etc. The IUS Campus' sports fields and other infrastructure provide support to these activities. In case of stress, anxiety, acclimatization issues or in case students need advice or psychological counselling, students are encouraged to visit IUS Psychological Counseling Center. The English Language School (ELS) offers peer-to-peer individualized programs for students who need learning support. In 2017, the English Language School (ELS) was accredited by EAQUALS (Evaluation and Accreditation of Quality Language Services), an internationally recognized accreditation body based in Europe. The ELS English program is the first internationally accredited university program by EAQUALS in the Balkans. ELS has successfully passed the EAQUALS re-accreditation process in 2022, thus meeting the high standards required for EAQUALS accreditation. Teaching, course programs, as well as course organization, learning resources, testing and evaluation were rated as high quality. It was also concluded that the institution takes care of the welfare of students and staff, and that all promotional materials are accurate and truthful.

Evidence: (4) B.3.2.1. evidence_EAQUALS Certificate

Maturity Level 4: Practices regarding the academic development and career planning of students are monitored and improved with the involvement of students in the institution.

B.3.3. Facilities and infrastructure

In order to support educational and scientific-research processes and artistic output, IUS has established a contemporary and flexible computer information system with professional network equipment based on Cisco network system solutions implemented within the Campus. The foundations of the University's information system are made up of Cisco Blade servers on which the most modern virtualization technologies such as VMware vSphere and Microsoft Hyper-V are implemented, and which, together with shared DELL disk space and the Avamar backup system for making backup copies of digital data, form a functional and modern data center of the University. The campus' network system is protected from the outside by highly soft and high-quality Cisco FirePower firewall devices that implement anti-virus and anti-malware protection systems as well as detailed URL filtering digital data both from the outside and from the inside of the campus network system. The University also has a leased permanent asynchronous Internet connection with a capacity of 250 Mbps, while inside the University campus there is an implemented Cisco wireless Internet infrastructure, consisting of Cisco WLCs and Cisco Aps, deployed both inside the faculty buildings and student dormitories, as well as on the external parts of the University campus. The network connection within the campus itself is based on optical connections as well as on copper UTP/FTP cables of category 7 of high performance. IUS owns a modern networked Cisco VoIP telephone exchange with over 150 telephone devices installed with associated Voice Gateway routers that are connected with optical network cables to the central network system. Students and professors have at their disposal 10 modern-equipped computer laboratories with 200 desktop computers of various operating systems (Windows, Linux and MacOS) on which a large number of licensed and open-source software solutions are installed. The University has a Campus Agreement with Microsoft, which makes the University fully licensed for the use of many Microsoft products in the educational process (Microsoft365 communication-collaboration tool set for communication and information exchange between students and academic/administrative staff, Windows 7/10/11, MS Office 365, Windows Server, MS SQL Server etc.). Also, the University owns software licenses of the most popular engineering and creative software solutions such

as Adobe Creative Cloud, SolidWorks, SolidCAM, Autodesk Education Master Suite, Cisco Webex, HFSS, AVID, MathWorks MATLAB, IBM SPSS Statistica, STATA, Pointwise, Wolfram Research Mathematica, Rhinoceros, Primion web access and security solution, UNIPA student information system, AYZ Tiger Plus ERP software, ANSYS HFSS simulation software, PIS Smart ID Card software and so on. There are over 250 desktop and laptop computers used by administrative and academic employees, 80 network printers, 1 A0 plotter, 3 A3/A4 colour printers, 5 copy/print machines, 50 projectors and over 28 smart boards (SMART IDs and Cisco Webex Smartboards) at the Campus. Also, the University has 6 modern and high-quality workstations with associated software solutions for performing various engineering calculations and simulations, which are used for the preparation of graduate, master's and doctoral theses, as well as various types of scientific research papers and publications. All network and communication applications, services (the basic university domain "ius.edu.ba" as well as a large number of subdomains, AD, DC, DNS, FTP, Student Information System, Library Management System, web presentation of faculties and centers, internal applications of organizational units and other applications) are implemented on existing computer equipment within the basic university network system. The university library, which is located on the campus, has ten desktop computers that have a permanent Internet connection. The University has 5 registered and indexed online journals software implemented and supported by the University IT Center as support in scientific research work and advancement of both the academic staff of the University and external authors, which also represents a knowledge base from various fields. For the purposes of authentication of educational and scientific research works and projects, IUS uses Turnitin software licenses that help academic staff to perform appropriate authentication of submitted research and educational works.

Evidence (4) B.3.3. evidence_Research Infrastructure Inventory List

Maturity level 4: The usage of facilities and infrastructure is monitored and improved based on needs.

B.3.4. Disadvantaged groups

IUS strives to create an inclusive and diverse environment in which all students can equally enjoy their right to education and achieve their full potential. Policies and rules prohibiting discrimination are defined by Statute and other internal regulations. The system of study is in the continuous process of adjusting to students with special needs, so that teaching and learning as well as supportive services are adapted to their needs. The Campus provides technical support in terms of access to all premises (such as for example wheel chair access) as well as some educational materials (books in Brail). Several students in this category, most with visual impairments, have successfully graduated from IUS. Their success and progress are indicators that IUS provides good conditions for students with special needs. Candidates for enrolment with disabilities have the right to an individualized approach during admission or studies, given that the specificity of the study program can offer such arrangement. To foster an inclusive and stimulating environments for all students at the International University of Sarajevo, a team was formed to develop guidelines and procedures for the inclusion of students with disabilities in December 2023. The guidelines aim to provide a structured approach for administrative services, academic staff and everyone involved in this process, to the aim of further development of an inclusive and stimulating environment. Besides, in accordance with the Rule Book on Scholarship Distribution, a scholarship may be granted to a student who, during their studies, loses an immediate family member, goes bankrupt, or due to a natural disaster or similar reasons falls into financial difficulties.

Evidence:

- (3) B.3.4.1. evidence_Guidelines for Students with Disabilities
- (3) B.3.4.2. evidence_Decision on Guidelines for Students with Disabilities
- (3) B.3.4.3. evidence_Decision on forming the Team for Developing Guidelines and Procedures for Inclusion of Students with Disabilities

Maturity level 3: Practices regarding the access of disadvantaged groups to learning opportunities are carried out.

B.3.5. Social, cultural and sporting activities

Open Door Days and promotional workshops provide an opportunity for potential students to directly experience the atmosphere of the university campus, meet professors, staff and current students, and learn about the programs and services offered to them. Prospective students can obtain information about academic and extracurricular activities, access to libraries, laboratories, sports facilities and other resources available to them. The Spring Fest at the International University of Sarajevo (IUS) is an annual celebration filled with vibrant activities and community spirit. For example, the 2024 Spring Fest, held on May 17, featured exciting events like airsoft competitions, henna art, board games, table tennis, traditional Turkish archery, and a bustling food bazaar offering treats from around the world. What made it even more special was its charitable focus—many activities were dedicated to raising donations for Palestine, supported by the association "Pomozi.ba". Alongside the festivities, IUS also hosted a Job Fair, where over 20 companies showcased job and internship opportunities for students.

The International University of Sarajevo (IUS) offers a vibrant array of student clubs that cater to diverse interests and talents. These clubs, along with many others, provide opportunities for students to connect, develop skills, and pursue their passions outside the classroom.

Here are some highlights:

- IUS Photography & Videography Club (PAV): Perfect for those passionate about capturing moments and storytelling through visuals.
- IUS Trekking Club: For adventure enthusiasts who love exploring nature and staying active.
- IUS Music Club: A haven for music lovers to create, perform, and share their passion for melodies.
- Explorers of Balkans - IUS Travel Club: Ideal for students who enjoy discovering new places and cultures.
- Global Affairs and Political Studies Club: A platform for discussions on international relations and political topics.
- ORAO Aviation Club for those fascinated by aviation and aeronautics.
- IUS Theatre Club: A creative space for aspiring actors and playwrights.

Art Exhibitions

The International University of Sarajevo (IUS) hosts a variety of art exhibitions throughout the year, showcasing the creativity of students, faculty, and guest artists. These exhibitions are held at the IUS Art Gallery, a modern campus space dedicated to promoting artistic expression and cultural exchange. The gallery also organizes workshops, artist talks, and collaborative events, enriching the cultural life of the university. Some notable exhibitions include:

- "Fragments" and "Metaphors of Memory" (May 2024): A joint exhibition by Turkish artists Berkay Göçer and Fırat Çağrı Kırmızıgül, exploring themes of storytelling and memory.

- "Light and Shadow" (April 2024): A photography exhibition featuring works by students from the Photography I course, highlighting their technical and artistic growth.
 - "Inbetween" (March 2024): An exhibition by Denis Haračić, presenting thought-provoking artwork.
 - "By Day and by Night: Architectural Impression of Venice" (November 2023): A photographic commemoration of a study trip to the Venice Architecture Biennale.
- “The Spring Fest” at the International University of Sarajevo (IUS) is a lively annual event that brings together students, staff, and the community for a day of fun, connection, and meaningful contributions. The festival is a perfect blend of entertainment, networking, and giving back to the community. The 2024 Spring Fest, held on May 17, was a standout celebration featuring:
- Exciting Activities: Airsoft competitions, henna art, board games, table tennis, and traditional Turkish archery.
 - Food Bazaar: A vibrant marketplace offering delicious treats from around the world.
 - Charitable Focus: Many activities were dedicated to raising donations for Palestine, supported by the association "Pomozi.ba."
 - Job Fair: Held alongside the festival, this event featured over 20 companies offering job and internship opportunities for students.

Evidence:

- (3) B.3.5.1. evidence_Spring Fest: Making a difference
- (3) B.3.5.2. evidence_IUS Wolves Basketball Team

Maturity level 3: The social, cultural, and sporting activities are accessible throughout the entire institution and they are utilized based on equal opportunity.

B.4 Teaching Staff

B.4.1. Recruitment, promotion and appointment criteria

IUS applies fair and transparent processes and procedures in hiring and promoting teaching staff (both national and international). The selection procedure for academic positions is defined, transparent and is carried out based on a public vacancy call. The criteria are determined in advance and made publicly available. IUS Senate has adopted Guidelines as binding, generally accepted standards of the profession, that are valid for appointment to academic titles at the University (hereinafter: Guidelines). The guidelines additionally determine the criteria related to the evaluation of the area of teaching ability and contribution, the area of contribution to the process of internationalization as well as the area of social contribution, taking special care of the specifics related to the appointment and evaluation of performance results in scientific areas, fields and branches that due to the specificity of research and measurement of scientific results have a special way of evaluating the conditions for appointment to academic titles. The Senate evaluates and updates the Guidelines at intervals of no less than five years. The revision is carried out based on an assessment of the impact of the Guidelines on the overall results of scientific research and artistic productivity and quality in Sarajevo Canton, with the aim of improving the quality of scientific research and artistic research work. The University ensures that members of the academic staff selection committee are competent in the given scientific/artistic field in which the candidate seeks academic appointments. The procedures, according to which the academic appointments and promotion of academic staff at IUS are carried out, are defined by the Law on Higher Education, the Statute and Procedure On Academic Appointments and Promotion in Scientific Fields at the International University Of Sarajevo. The documents that regulate the procedures and selection of candidates are

transparent, published in advance and harmonized with the Law on Higher Education of the Sarajevo Canton. The selection and promotion process is led by a Commission appointed by the Faculty Council, where the majority of members must be from the same field while the other members are from a related field. The members of the Selection Committee must be in the same or higher position than the position to which the candidate is selected. Members of the commission evaluate the record of the candidate's scientific contribution and success in teaching according to the data from the candidate's application. Authoritative scientific publications for the purposes of promotion and election to an academic title are publications published in journals listed in the Register of Publications, in accordance with the Law on Higher Education.

Evidence:

(3) B.4.1.1. evidence _Procedure on Academic Appointments and Promotion in Scientific Fields

Maturity Level 3: The institution implements the recruitment, promotion, and appointment criteria which are defined for all fields (recruitment, promotion, appointment, course assignment of teaching staff, etc.); these are recognized by stakeholders and included in decision-making. etc.).

B.4.2. Teaching competencies and development

IUS consistently promotes the professional growth of its academic staff. This can be seen through financial incentives for publishing scientific, and artistic works, (regulated by the Book Of Rules On Incentives Policy And Financial Support For Full-Time Academic Staff At The International University Of Sarajevo.), financing publishing activities (in line with the Book of Rules on Publishing Activities at IUS), providing support to the process of application for scientific projects through the Office of Sponsored Projects, providing opportunities of using the right to paid or unpaid leave for the purpose of professional development, attendance at conferences and other types of staff education, which is regulated in detail in by Human Resources office and made accessible via [the web site](#). The list of academic staff who received financial support prescribed by the Rulebook on Incentive Policy and Financial Support for Publishing Books, Participation in Conferences and Professional Development is kept in the Finance and Economic Affairs Service, along with accompanying documentation attached to the request for support. Office of Sponsored Projects with the aim of providing support to academic staff in seeking and conducting externally funded projects. An additional incentive for the professional development and improvement of all employees' profiles is represented by financial incentives for attending various types of training organised by the Lifelong Learning Center (IUS Life), which offers a large number of courses, from linguistics, arts to courses in the field of technical sciences. In 2022, professional development opportunities continued through QEDEX (www.qedex.org), an organization with headquarters in the UK, and branches in the USA, the MENA region and India. The QEDEX platform offered professional development modules for all employees of the University, in order to continue their lifelong learning and professional development. IUS has purchased individual licenses for each staff member, who is required to attend online modules in consultation with their Dean/Manager/Supervisor. Upon completion of the selected modules, each staff member, as well as his or her supervisor, received a progress report and possibly certificates of successful completion of the agreed modules. Some of the courses that our academic staff members have taken through the Qedex platform are: Essentials of effective teaching, Designing and

delivering online courses Online learning assessment. In addition to the Qedex online platform, a large number of IUS employees participated in workshops, round tables and meetings, on topics related to their respective jobs. The most important of them is the training within the ISO 9001:2015 certification. IUS employees are motivated for professional development and improvement through discounts in the price of courses offered by the Lifelong Learning Center, IUS LIFE. Participation in the Erasmus+ exchange of IUS employees is an additional opportunity for professional development. In addition to mobility programs such as Erasmus+, IUS also provides internal funds for professional training in the country and the world, as well as training within the projects implemented at IUS. Thus, academic staff and students engaged in projects have the opportunity to stay abroad according to the needs of the project and in accordance with the conditions specified by the grant. The specified types of professional training are funded by the University budget, contributions from institutions that organize conferences and training sessions, Erasmus+ grants, and occasionally by the employees themselves.

Evidence:

- (3) B.4.2.1. evidence_Academic Promotion Artistic Fields
- (3) B.4.2.2. evidence_Academic Promotion Scientific Fields
- (3) B.4.2.3. evidence_Academic Promotions

Maturity Level 3: There are practices aiming at developing the teaching competencies of teaching staff throughout the entire institution.

B.4.3. Incentives and rewards for educational activities

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

Evidence: (3) B.4.3. evidence_Academic Staff Evaluation

Maturity level 3: Incentive and rewards practices are implemented throughout the entire institution.

C. RESEARCH AND DEVELOPMENT

C.1 Management of Research Processes and Research Resources

C.1.1. Management of research processes

Commensurate with the Strategic Plan, and in addition to continuous investment in equipment and scientific infrastructure IUS supports and encourages research work and creative output through a number of measures. The most important are as follows: investing in scientific/artistic infrastructure; financing the costs of participation in scientific conferences; providing financial support for the publication of scientific and artistic works; approving of

paid leave to academic staff for the purpose of participation in scientific conferences, projects and visits to other institutions with the aim of research work; support for research projects through access to resources outside the university. Fees for published scientific papers IUS stimulates the publication of scientific papers in renowned scientific journals through one-time financial compensation to the academic staff who are authors or co-authors. The amount of compensation for individual works is defined by a special list of journals that are ranked according to their quality and impact. It is important to note that in this way IUS wants to stimulate professors to publish their works in high-quality scientific journals. IUS offers resources and support to research activities through structures such as the Research and Development Center (RDC) and the Office of Sponsored Projects (OSP), while systematically monitoring the outcomes of research activities to ensure their long-term impact on institutional innovation and global competitiveness. Monitoring of research is done through 1) annual academic performance evaluations, which include sections on research output (i.e. journal/conference/book publications), mentorship of master students and PhD, candidates, membership/leader of a national/international projects; 2) tracking the number of applied for and funded projects. Furthermore IUS tracks its research support through staff exchanges via Erasmus+ mobility and international EU projects. Its consistent positioning in the Scimago Institution Rankings (SIR), including being ranked as the top private university in Bosnia and Herzegovina for the past 10 years, reflects the effectiveness of these efforts and underscores the University's growing international research profile. The increase in research competencies contribute in the following ways to long-term institutional innovation and global competitiveness: increased participation in national and international funded projects, and enhanced visibility in the international academic landscape, as reflected by IUS's unique position in the Scimago Institution Rankings 2024.

Evidence: (4) C.1.2.1_evidence_Book of Rules on Incentives Policy And Financial Support For Full-Time Academic Staff

Maturity level 4: The institution monitors the results and takes precautions about the efficiency of its research process' management and organizational structure.

C.1.2. Internal and external resources

The purpose of this Rule book is to determine the standards for scientific publications of academic staff at the International University of Sarajevo that are eligible for incentives, as well as to define financial support for conference participation and research visit. The policy aims to encourage academic staff in the University to make international scientific publications, participate in international scientific/artistic conferences, publish books, work on their professional development, and provide student support through mentorship. [The Research and Development Center \(RDC\)](#), spanning approximately 1300 square meters, hosts state-of-the-art laboratories and workshops. These facilities are utilized for both educational purposes and research activities. The laboratories include the following: Laboratories for Genetics and Bioengineering (GBE Laboratories), Microbiology Laboratory, Laboratory for PCR analysis, Cell Culture Laboratory, Laboratory for molecular biology, Laboratory for microscopy, Laboratory for preparatory activities, Mechanical Engineering Laboratory (G- code Lab), Electronics Laboratory, Computer Laboratory, Laboratory for microcontrollers and microprocessors, Workshop for undergraduate studies, Laboratory for electrical engineering and electronics, Cezeri Lab/Physics Laboratory, GSM and network laboratory, Laboratory for 3D modelling and laser processing of materials and WAMY Lab. Furthermore, the existing

equipment in RDC has been improved each year with new technologies, such as 6 – Axis CNC machine, 3D printers, 3D scanners, autoclaves and modern analytical devices, such as: automatic cell counter, multichannel pipette, and modern machine for real-time PCR analysis. Also, improvements have been made on the existing equipment at the Laboratory for Microbiology, where students and professors can work on various projects and use an automatic colony counter, new incubators for microbiological cultures, digester, and similar equipment that facilitates and accelerates work and progress in this field of research. Adjacent to RDC Building a special workshop has been built that allows employees and students to perform various activities such as turning, soldering, welding and materials processing. IUS also hosts research infrastructure, located in other buildings than RDC, such as, Computer Laboratories, Architecture Studio, Psychology laboratory, Center for Psychological Counseling, Psychology Program's Virtual Reality Lab (VR Lab), Multimedia Studio (MTM. STD.), TV studio, Creative Lab Art Studio, Art Gallery, Distance Learning and Animation Lab, MAC Lab, Control Laboratory, Embedded systems Lab (Siemens lab), Research infrastructure also include Computer Laboratories, Cisco Webex System, Microsoft 365 Cloud Services, Cisco Wireless Internet System, Cisco FirePower NG Firewall Security System, Cisco VoIP Telephone Exchange, IUS Campus RFID Card System, Workstations for Calculations and Simulations, IUS Data Center, Online Journals, ZaKiX Library Information System, Turnitin system for checking the authenticity of papers

Evidence: (3) C.1.2.1.evidence_Book of rules on incentives policy and financial support for full-time academic staff at IUS

Maturity level 3: The institution manages its research and development resources by taking its research strategy and the balance between its units into account.

C.1.3. Doctoral programs and postdoctoral opportunities

IUS Study Rules for the Third Cycle Studies outline the organization and delivery of the third cycle studies at the International University of Sarajevo (IUS). The doctoral program lasts for a minimum of three academic years (six semesters), and the workload of the study is valued at least 180 ECTS. Graduate Council is a permanent body of IUS related to the second and third cycle studies at IUS responsible to continuously review and make recommendations regarding the quality and nature of graduate studies, policies, and standards, Evaluate and make decisions on different appeals. Graduate Council members are the Graduate Council Director, representatives from Faculties, and the Vice-Rector for Academic Activities and Students' Affairs as a representative of the Rectorate. Graduate Council is supported by Graduate Office, an administrative unit responsible for daily business concerning graduate students. IUS currently offers nine doctoral programs in various disciplines. Admissions for doctoral programs are conducted in the fall and spring semesters.

Evidence:

(3) C.1.3.1. evidence_Graduate Manual

(3) C.1.3.2. evidence_Scholarship Criteria_MASTER

Maturity Level 3: The institution carries out doctoral programs and postdoctoral opportunities that support and align with the institution's research policy, objectives, and strategies.

C.2 Research Competence, Collaborations, and Supports

C.2.1. Research competencies and their development

One of the main strategic goals of IUS is to become an educational and recognizable research center that will attract researchers from all over the world. This is also true to IUS mission and vision. IUS supports research competencies of academic staff by providing the necessary resources for their development such as externally funded project opportunities or direct funding. Research support processes are internalized and delivered by the [Research and Development Center \(RDC\)](#), and the [Office of Sponsored Projects \(OSP\)](#), as an [external funding](#). QA Office measures the efficiency of the work of these organizational units by surveying direct users of their services, i.e. academic staff and students. The survey findings are further analysed by the management and measures for improvement are considered. Evidence for improvement of the IUS research competences could be observed in overall increase of scientific research output. In a remarkable achievement marking its dedication to academic excellence, the International University of Sarajevo (IUS) has secured a prominent position in the latest release of the [Scimago Institution Rankings \(SIR\) 2024](#). This recognition is a testament to IUS's commitment to fostering research-focused education and its standing as a leading institution in Bosnia and Herzegovina. As the only non-public higher education institution among the six universities listed for Bosnia and Herzegovina, IUS's inclusion underscores its significant contributions to the academic landscape. To qualify for inclusion in the Scimago rankings, institutions must meet stringent criteria. IUS's performance in meeting these criteria reflects its dedication to scholarly research and academic output. By maintaining high standards of excellence and promoting a culture of innovation, IUS has distinguished itself as a hub of intellectual inquiry and academic achievement. The IUS Research Development Center (RDC) provides systematic approach when it comes to the opportunities for developing research competencies. To address the condition regarding the monitoring and benchmarking of research training activities, IUS has implemented several mechanisms that align with best practices of research-oriented institutions. After each research training activity, RDC systematically conduct participant surveys to gather feedback on the relevance, quality, and impact of the training provided. These surveys serve not only as immediate quality control tools but also help us identify recurring needs and refine future activities accordingly. Though RDC did not organize many research training activities in the past, in the recent period there is a notable progress mainly focused on students. In cases where training programs have been delivered to participants who are not part of the IUS academic or research staff, formal survey procedures have not yet been institutionalized. However, RDC has consistently received positive informal feedback from the participants, which has been taken into account when evaluating the perceived value and external reach of RDC training programs. In terms of outcome monitoring, RDC actively track the outputs of research training over time, including scientific publications, funded research projects, and subsequent collaborative initiatives. This allows RDC to assess the real-world impact of our programs and identify which formats and approaches yield the most sustainable research engagement.

The Office of Sponsored Projects (OSP) at the International University of Sarajevo (IUS) is dedicated to supporting research and innovation through various initiatives. These projects reflect IUS's commitment to fostering research that addresses global challenges and promotes sustainability. Here are some of IUS notable projects:

- DeepGreenInno: Focused on advancing green technologies and sustainable practices in the Balkans.
- CANDI: A project aimed at enhancing digital vocational education and training (VET) by managing haptic interaction capacities.

- TPSPCMPS: Development of straw-based thermal panels and phase change materials for passive construction, promoting eco-friendly building solutions.
- GREENMSP: Investigating the role of green practices in small and medium enterprises in Bosnia and Herzegovina, and their impact on innovation.
- IVENT: In vitro evaluation of new therapeutics for lymphoma treatment, contributing to medical advancements.
- Ai4CUAV: An innovative AI framework designed to detect, classify, and track killer drones, addressing modern security challenges.

Research training activities, particularly those embedded within externally funded projects are guided by the requirements and frameworks set by the respective funding agencies. Where formal evaluations are required, IUS Office of Sponsored Projects and research teams comply fully with these procedures, including participant assessments, reporting on learning outcomes, and external reviews. Even in cases where formal evaluations are not mandated, IUS ensures ongoing quality assurance through performance monitoring. The successful completion of milestones, deliverables, and key performance indicators (KPIs) set by the project consortium and funding agency serves as a functional form of evaluation. Regular narrative and financial reporting also offers a structured way to track progress, identify challenges, and make course corrections where needed. Beyond project-specific mechanisms, OSP has begun reviewing training effectiveness with surveys. OSP also benchmark IUS research support and training models through strategic collaborations with EU-based research institutions, participation in networks such as Horizon Europe, and formal partnerships under programs like Erasmus+. This enables IUS to assess how its system compare with peer institutions and to adopt best practices. External evaluators from partner institutions and agencies regularly provide feedback on our approach, helping the university refine and improve its support structures.

In addition to offering research support structures such as the Research and Development Center (RDC) and the Office of Sponsored Projects (OSP), the International University of Sarajevo (IUS) systematically monitors the outcomes of research training activities to ensure their long-term impact on institutional innovation and global competitiveness.

Monitoring of research training outcomes are regularly monitored through 1) annual academic performance evaluations, which include sections on research output (i.e. journal/conference/book publications), mentorship of master students and PhD, candidates, membership/leader of a national/international projects; 2) tracking of number of applied for and funded projects. IUS benchmarks its research support through staff exchanges via Erasmus+ mobility and international EU projects. Its consistent positioning in the Scimago Institution Rankings (SIR), including being ranked as the top private university in Bosnia and Herzegovina for the past several years, reflects the effectiveness of these efforts and underscores the University's growing international research profile. The increase in research competencies contribute in the following ways to long-term institutional innovation and global competitiveness: increased participation in national and international funded projects, and enhanced visibility in the international academic landscape, as reflected by IUS's unique position in the Scimago Institution Rankings 2024.

Evidence: (4) C.2.1. evidence_Book of Rules on Incentives Policy and Financial Support for Full-Time Academic Staff

Maturity level 4: The practices for developing research competences of the teaching staff are monitored, and the results are evaluated with the teaching staff to take precautions in the institution.

C.2.2. National and international joint programs and joint research units

International University of Sarajevo, in accordance with its strategic plan and its internationalization strategy, is committed to academic and administrative excellence, regional and global cooperation, internationalization, and continuous growth in terms of students, innovative programs, strategic partnerships, purposeful research, and commitment to the holistic approach to student development. IUS fosters creativity, communication, transparency, inclusion, and non-discrimination on its campus and beyond. In addition to maintaining a high level of education of professionals in their fields of expertise, IUS cherishes and nurtures the long-term cooperation with other universities achieved through various projects and programs.

For example, a recent Double Diploma Protocol on joint program of Medical sciences with the renowned Turkish university anticipates joint research in the field of medicine.

In line with the Strategic Plan, IUS has so far established 16 joint degree programs (Double Diploma), in partnership with renowned Turkish universities, such as: Istanbul Technical University (ITÜ), Istanbul University (İÜ), and Marmara University (MÜ). Double degree programs have been established in the following fields: Architecture, Mechanical Engineering, Bioengineering, Computer Engineering, Economics, English Language and Literature, English Language Teaching, Management – Business, Law, Political Science and International Relations. Besides, IUS also encourages joint research programs with other institutions. IUS faculty cooperates with researchers both nationally and internationally, through various research initiatives such as scientific research projects, scientific conferences and publications. For instance, IUS professors participate in COST projects (European Cooperation in Science and Technology), a funding organization for research and innovation networks. Most scientific publications with IUS affiliates are the result of cooperation with other higher education and research institutions. The European Commission awarded Erasmus Charter for Higher Education (ECHE) Certificate for the period 2021-2027 to IUS in recognition for the university's full respect of the Erasmus+ Program principles respective to mobility, European and international projects and implementation and monitoring of these activities. The European Commission has recognized IUS commitment to the Erasmus+ Programme and approved IUS Erasmus Policy Statement by awarding this prestigious Certificate. The Certificate is extremely important for student and staff mobility and participation in international cooperation projects. This proves that IUS core values are closely aligned with the fundamental principles of the Erasmus+ programme. IUS is committed to strengthening its cooperation with other higher education institutions and upholding the fundamental principles of the Erasmus+ programme. It will continue to participate in international cooperation projects and focus on international cooperation, good practices, and innovation with other higher education institutions under Erasmus+ programme.

IUS will continue the ongoing activities on increasing number of agreements with companies to use/share labs for students from different study programs. Already, the agreement has been signed with MEDICANA.

Evidence: (4) C.2.2. evidence_ Protocol on Double Diploma in Medical Sciences and Dental Medicine.

Maturity level 4: The institution monitors intra- and inter-institutional joint programs and joint research activities on a national and international level and makes improvements based on assessment with relevant stakeholders.

C.3 Research Performance

C.3.1. The follow-up and evaluation of research performance

IUS follows up and monitors its research performance to ensure that its research activities are effective and aligned with the strategic goals. This process is overseen by the Vice Rector for Internationalization and Research and involves several key components: strategic planning, setting goals and measurable performance indicators for research projects, gathering quantitative data such as publication, citation metrics, and funding amounts, as well as some qualitative data like peer reviews and expert opinions. These data are finally compared to other higher education institutions or national/international benchmarks. Finally, feedback is provided to faculties and other stakeholders, which further use results to inform future research strategies and resource allocation.

Evidence: (4) C.3.1.evidence_IUS End of Year Report

Maturity level 4: The institution monitors its research performance and makes improvements with input from relevant stakeholders.

C.3.2. Performance evaluation for the teaching staff/researchers

Academic staff at IUS is subject to an annual evaluation procedure. Evaluation of academic staff is conducted in three fields: a. **Research and/or artistic outputs** – As a University, IUS is committed to excellence in teaching together with the inspiration and motivation to engage in high quality research and/or artistic activities. Academic staff appointed to scientific/artistic field is expected to conduct genuine research/artistic activities, to involve students, to cooperate with academicians outside University, and to publish their work as scientific/artistic outputs. b. **Teaching** - Academic staff is expected to be devoted to teaching duties, to have a good teaching record, to motivate students to explore teaching topics, to design innovative teaching practices, and to organize different kinds of activities that will benefit students. c. **Service** - Academic staff is expected to be involved in activities outside and inside University that benefits multiple stakeholders and promote University, especially in international environment. Besides, it is expected from academic staff to be involved in working committees when needed, be a good colleague, and demonstrate willingness and motivation to improve University as an institution. The University especially values activities that engage students in their realization. The evaluation process starts with the data entering in the E-campus system. The E-campus system is an integrated electronic platform established by IUS with the aim of providing support in the process of education, administration and evaluation. Academic personnel share their research performances and published works via the E-Campus platform. The data entry is performed by both administrative offices and academic staff during the month of June, after the final exams in the Spring semester. The responsibilities of the administrative offices are determined in the relevant regulations or by the decisions of the Rectorate. The evaluation process covers the period from July 1 to June 30. The academic staff that joins after July 1 is only evaluated on the merits of teaching. In exceptional cases determined by the relevant Dean, academic staff can also be evaluated based on service. Academic staff engaged at University from other universities or organizations is subject to annual academic staff evaluation procedure in the area of teaching and optionally in the other areas.

The E-campus system is an integrated electronic platform established by IUS with the aim of providing support in the process of education, administration and evaluation. E-campus provides academic and administrative staff with access to various digital resources and tools

that facilitate and improve the educational process. Users of the E-campus system are: academic staff, administrative staff and other University employees. The E-campus system consists of several modules, namely: a) Human Resources Office, b) Academic Evaluation, c) Syllabi Management and d) Workload. The following persons, i.e. administrative units, are authorized to access data and manage modules within the E-campus system: a) Human Resources Office has access and management; authorized employees from the Personnel and Human Resources Department, b) Academic Evaluation for which process access is given to academic staff and authorized administrative staff, Management: Vice-rectors, Strategic development Office (former Quality Assurance Office), c) Syllabi Management: for which purpose access is given to academic staff and Management: Strategic Development Office former Quality Assurance Office), d) Workload, for which purpose access is given to Program coordinators and faculty deans and Management at the level of Vice-rectors.

Process of Academic Evaluation defines the processes related to teaching staff including sharing their research performance. Research performance is monitored by relevant offices, and monitored annually. The systematic practice is ensured through the E-Campus.

Evidence:

(4) C.3.2.1. evidence_Academic Staff Evaluation

(4) C.3.2.2. evidence_Statement on Evaluation of Academic Staff, Course Passing Rates, and Teaching Process Implementation in the Academic Year of 2023-2024

Maturity Level 4: The research and development performance of the teaching staff is monitored, and improvements are made by assessing them with the teaching staff.

D. SERVICE TO SOCIETY

D.1 Management of Service to Society Processes and the Service to Society Resources

D.1.1. Management of service to society processes

IUS commitment to making impact in society is evident in its strategic goals. To fulfill its social responsibility, IUS has implemented various activities through units, centers, clubs and committees. Institutional collaborations and social contribution activities are monitored and evaluated through surveys and meetings. As one of the main functions of all universities is to educate the public of the region and the country that it works in, IUS established Lifelong Learning Center (hereinafter i.e. IUS Life). IUS Life aims to help personal and professional development of society through educational programs as a non-cyclical form of education for the public and private sector companies, international organizations as well as private citizens. In order to create a better-trained workforce and to contribute to the economy of Bosnia-Herzegovina, various vocational training and professional development programs, personal development, foreign languages and computer literacy courses, certificate programs and seminars have been organised by the IUS Life. Especially through the non-profit vocational programs, IUS wishes to enhance the spirit of entrepreneurship and to open new opportunities for business development. To this end, IUS Life works in cooperation with all public and private sector companies, and international bodies. Through the offered training programs, IUS Life enables its participants to improve existing and acquire new competencies and skills,

greater competitiveness in the labour market, personal and professional development, and encourages social inclusion and employability. Furthermore, IUS actively implements targeted actions to contribute to climate actions, global well-being, quality education and overall prosperity through systemic actions on [delivery of the UN Sustainable Development Goals \(SDGs\)](#). SDG Executive Committee. These actions have been recognised in the world ranking lists that measure contribution of higher education institutions to SDG delivery, such as Times Higher Education THE Impact Ranking. In line with its strategic goals, in 2023, IUS became the signatory of SDG Accord, a worldwide initiative bringing together over 2800 organisations and individuals dedicated to promoting the United Nations Sustainable Development Goals (SDGs) in universities and colleges. In 2024 EAUC has published the 7th annual SDG Accord progress report, highlighting the collective progress towards the SDGs in the college and university sector. IUS, as one of the contributing members, was mentioned in the Report. IUS staff and students organize many charity events to help people in need. Such an event was organized in October 2024 to provide immediate and timely help to flooded areas in Donja Jablanica.

Evidence: (3) D.1.1.1. evidence_IUS charity initiative

Maturity level 3: The management and organizational structure of the service to society processes are practiced in line with the institutional preferences throughout the institution.

D.1.2. Resources

Contributions regarding service to society is considered as the third pillar or goal of the IUS Strategic Plan 2022-2026. Contribution to the society is realized by investing efforts in the significance of long-term regional and global cooperation with academic institutions, businesses, government, diplomatic missions and NGOs in and outside Bosnia and Herzegovina for education and research. Diversifying the student body with recruitment from all around the world and promotion of current student work are ways to by which IUS adds value to service to community and internationalization, in addition assisting BiH in becoming a `Program Country for Erasmus+ Programme. In harmony with the local community, IUS has increased the efforts to identify local needs (i.e. air pollution) allowing for a possible orientation for research conducted at IUS to focus on possible solutions for the needs of society. Further development of the relationships with local authorities such as municipalities, charity organizations, local NGOs was seen as a must in this regard. Active participation in regional exchange programs and targeting of grants for projects advocating peace and reconciliation can also be counted as courses through which IUS served global citizenship. IUS has contributed to the goal of the development of Canton Sarajevo as a regional university center by continuing investing in Dual Diploma Programs and diversifying its collaborations with academic partners from different continents and organizing high impact conferences with strong cultural components.

Maturity level 3: the institution manages its service to society resources by taking the service to society strategy and the balance between units into account.

D.2 Service to Society Performance

D.2.1. The follow up and evaluation of service to society performance

The institution periodically reviews and continuously improves its service to society, which has been recognized by the stakeholders. These activities not only benefit society but also

enrich the educational experience for students and enhance the university's reputation and impact. IUS engages with and contributes to the local and global communities through various activities and initiatives, such as: community service, where students, faculty, and staff participate in community service projects, such as volunteering and providing educational resources to underserved populations, integrating community service with academic coursework, allowing students to apply classroom knowledge to real-world problems while benefiting the community, conducting research that addresses societal challenges, such as public health issues, environmental sustainability, and social justice partnerships with local organizations, collaborating with local businesses, non-profit organisations, and government agencies to address community needs and foster economic development, sustainability initiatives such as implementing programs and policies to promote environmental sustainability on campus and in the surrounding community, such as hosting public lectures, workshops, and events to share knowledge and engage with the broader community. IUS has been engaged in society activities that align with the UN Sustainable Development Goals. This has been done in systematic manner since 2018. By recognising the role which universities can play in ensuring sustainable future, IUS incorporated SDG delivery in its strategic goals. Implementing actions on raising awareness and engaging with the SDGs, IUS has committed to SDG-related education, In line with IUS strategic various SDG activities have been delivered. IUS SDG Policy was adopted in November 2021. As a result of increased number of SDG related activities, the SDG Executive Committee was established in November 2022 and tasked to streamline the SDG priorities. The SDG activities which have been implemented so far, are publicly available on [SDG AT IUS](#). IUS also established [Open Educational Resources \(OER\)](#). Following UNESCO, “Open Educational Resources (OER) are learning, teaching and research materials in any format and medium that reside in the public domain or are under copyright that have been released under an open license, that permit no-cost access, re-use, re-purpose, adaptation and redistribution by others.” In the referenced period the content and learning outcomes of 37 courses were aligned with relevant SDGs. Several scientific articles were published by IUS faculty which contribute to delivery of the Sustainable Development Goals. Times Higher Education Impact Ranking (SDG delivery) for 2024 ranking positioned IUS in the 1001+ rank among the 1410 universities worldwide that implement SDGs through their university activities. The best ranked goals were SDG 5: *Gender Equality*, SDG 10: *Reduced Inequalities*, and SDG 4 *Quality Education*. Mechanisms are established for follow-up and evaluation of the service to society through the Action Plan for Strategic Plan implementation. IUS earns spot among World’s Greenest Universities in 2024 UI GreenMetric Rankings.

Evidence: (3)D.2.1.1. evidence [IUS in SDG Action web link](#)

(3) D.2.1.2. evidence_ SDG Reports

Maturity level 3: Mechanisms established for follow-up and evaluation of the service to society performance and used throughout the institution.

Evaluation and Conclusion

Governance and Quality

The accelerated growth of the University, as well as major changes occurring in the field of higher education and the labour market, also bring many challenges. There are numerous successes that the University has achieved since its establishment in 2004. For example, IUS has remained the top position in Webometrics ranking among the private universities in Bosnia and Herzegovina for the past 10 years, improved its research ranking which has been recognized in the SCImago ranking, secured its place in EQAR listing, received ISO 9001:2025 certification, and has successfully overcome an unprecedented global crisis, such as COVID-19 pandemic. However, the University governance must remain agile and committed to quality in all aspects of its operations. To remain competitive and true to its mission and vision, IUS must constantly adapt to new conditions and introduce innovations in educational practices. Process approach and result orientation approach should be applied by all institutional governance levels. A special challenge for the University is human resources. The University must increase its efforts to attract the best and most promising professors and researchers from both BiH and the world, especially from among the numerous scientific BiH emigration. Considering that classes at IUS are held in English, IUS can be an important link between scientists from Bosnia and Herzegovina and their home country. The same applies to students. Strengthening human resources in administrative services as well as research laboratories is also one of the priorities.

The quality assurance system in all areas of the University's operations remains the main priority of IUS work in the coming period. The University has all the tools necessary for the successful implementation of the processes defined by the QA Rule Book at IUS. Activities on the accreditation of study programs at the national level have already started and these processes will further enhance the existing quality assurance systems. In alignment with the Strategic Plan 2022-2026, the International University of Sarajevo (IUS) is intensively preparing for international accreditation of both institutional and study programs over the next two to three years to improve the quality of its study programs. With reference to the financial plans and ambitious expansion of the activities, IUS recognizes financial opportunities in diversification and strategic partnerships, which can lead to increased funding, innovative research projects, and enhanced educational programs. Special attention will be given to actively pursuing grants and research funding from government bodies, private organizations, and international institutions. Engaging with alumni is also seen as a significant opportunity, as building strong relationships with alumni can lead to increased donations and endowments. Finally, implementing efficient cost management practices to reduce unnecessary expenditures and optimize resource allocation remains a top priority for IUS.

Management and organizational structure of internationalization of internationalization processes respective to follow up and improvement require reconsideration and more systematic approach. The specific mechanisms established by the Internationalization Strategy and corresponding Action Plan are planned to be applied consistently and systematically. The International University of Sarajevo (IUS) plans to enhance its cooperation with stakeholders in a more systematic manner. For instance, improvements based on student feedback should be regularly implemented in collaboration with the student association SPIUS.

Learning and Teaching

While the processes of learning and teaching are continuously reviewed and analyzed, it is imperative that improvement measures are consistently evaluated. Greater emphasis will be

placed on a holistic approach to the regular review of study programs, the adoption of appropriate measures, and ongoing monitoring and evaluation. Despite the well-established and functional organizational structure of the study programs, there is a need to enhance its visual representation through workflow charts that detail the management of the learning and teaching processes. Program management must ensure that program outcomes align with course objectives and regularly review these objectives to ensure they are attainable, measurable and regularly updated. Additionally, curriculum changes, the introduction of new study programs, and the implementation of double diploma programs necessitate the expansion of the internship network. The University will prioritize efforts in this area.

Research and Development

The International University of Sarajevo (IUS) aims to enhance its research ecosystem by increasing the number of projects funded by EU grants. To achieve this, IUS will continue to invest in research and professional equipment as well as other resources. Most of this equipment is acquired through project funding, donations (e.g., TIKa), or internal funds, highlighting the importance of diversifying future financial resources. IUS will also maintain the use of the Plan–Do–Check–Act (PDCA) cycle in the project-funded procurement of equipment. Continuous investment in research will boost staff participation in projects and research partnerships, aligning with the IUS Internationalization Strategy. Additionally, IUS plans to continue investing in campus infrastructure in accordance with its mission, vision, and strategic goals.

Service to Society

IUS has shown great commitment to provide service to society which is established as one of three main strategic goals known as “Global Citizenship”. IUS has integrated the Sustainable Development Goals (SDGs) not only into its service initiatives, but also into the education, academic evaluation and research. IUS will continue to foster partnerships and engage in multidisciplinary conversations to address global priorities. Through its recent re-organization of centers (such as Life Long Center or Innovation and Entrepreneurship Center, Research Development Center, Balkan Center), committees (such as SDG Executive Committee) and offices (such as University Communication Office), IUS has established a formidable foundation for lifelong learning, promoting, community based research, supporting public health, environmental sustainability, and social justice, establishing partnerships with community and strengthening its public outreach.

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

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