

The diagram illustrates the stages of the design thinking process, arranged in a circular flow. Each stage is represented by a red icon and a red label:

- Planning**: Represented by a calendar icon with a checklist.
- Development**: Represented by a stopwatch icon.
- Research**: Represented by a clock icon.
- Ideas**: Represented by a calendar icon.
- Work**: Represented by a clock icon.
- Teaching**: Represented by a handshake icon.
- Research**: Represented by a computer monitor icon.
- Ideas**: Represented by a bar chart icon.
- Work**: Represented by a pie chart icon.
- Teaching**: Represented by a code editor icon.
- Research**: Represented by a wrench and gear icon.
- Ideas**: Represented by a lightbulb icon.
- Work**: Represented by a head with a gear icon.
- Teaching**: Represented by a pie chart icon.
- Research**: Represented by a document with a pencil icon.



December, 2021



INTERNATIONAL UNIVERSITY OF SARAJEVO (IUS)
STRATEGIC PLAN
2022 - 2026

Sarajevo, December 2021

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Abbreviations

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

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I INTRODUCTION

The International University of Sarajevo (IUS) is a mission-oriented, not-for-profit foundation university that relies heavily on philanthropic contributions. Tuition rates are intentionally kept low, while a great percentage of students receive some form of scholarship.

IUS has improved significantly since its establishment in 2004. Although being a young university, we are very proud that the university has grown in many ways, which is demonstrated by its enhanced quality and reputation, improved rank in the world rankings (e.g. Webometrics), extended and diversified pool of qualified national and international staff and students; students' continuous highly rated satisfaction with teaching and learning process, as well as improvement in modern infrastructure resources for teaching, learning, research and art, graduate employability and social-community impact. Despite many challenges that IUS has faced since its establishment, it has remained faithful to the original vision of its Founder (SEDEF Foundation) *"to be an institution of multi-cultural understanding, intellectual growth, and long-term regional and global cooperation."* At IUS we equally cherish both teaching and research and art development, and it will remain integral to our future strategy.

In the process of drafting the IUS Strategic Plan 2022-2026 we consulted our students, staff, alumni and partners from industry and government. We asked for their opinion on the university mission and vision, and the goals they think should be a priority in order to make realistic strategic predictions on how we can improve to the benefit of our students in the rapidly changing global environment.

Their feedback confirmed our essential values, but it also signalled a necessity for more profound and long-lasting partnerships with industry, more practice-oriented teaching and learning, a request to introduce innovative study programs, which are compatible with the demands of labor market, a need to intensify career advising for students, focus on impact-oriented applied research, focusing on accreditation of study programs at national and international level so our graduates' diplomas are recognized worldwide, and finally addressing the key challenges of our time.

Therefore, this strategic document is the result of our careful analysis IUS's past, the assessment of its present external and internal context including risks and opportunities, the analysis of internal strengths and weaknesses, expectations of our stakeholders and factors which may decide if the students and academic staff will choose IUS.

Finally, the IUS Strategic Plan 2022-2026 was prepared within the context of the COVID-19 pandemic which is considered *"the greatest health crisis in the past one hundred years"*. The COVID-19 pandemic context allowed IUS to prioritize investment in online and hybrid modes of education. The investment in online education and the experience accumulated over the last one-and-a-half years have been enriching, regarding the diversification of education methods offered by IUS. In addition to on-campus education, IUS plans to continue investing into online, hybrid and distance learning in the following five years and strengthen its academic endeavors in all these modes of education.

Overall, it is possible to conclude that IUS managed to turn the COVID-19 pandemic context, which would normally and naturally be considered as an impediment, into new opportunities for the higher education it provides.

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.

In order to achieve these goals, the next five-year strategy was woven by collaborating with people at every layer of IUS staff, students, academics, and employees as an example of shared corporate governance.

IUS, as a non-profit organization, will try to reach out the young people from the region, while keeping the tuition fees low or providing most of the students' scholarships. Thanks to these contributions, IUS serves peace in the region and promotes peaceful coexistence of humanity in multicultural environments. In a sense, IUS acts as a hub that prepares students from various international conflict zones to look to the future in peace and with hope.

In short, our strategy 2022-2026 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 new knowledge and skills, will be able to shape the future peacefully.

II Mission, Vision and Core Values

II.1 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.

II.2 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.

II.3 Core Values

IUS core values are:

- Accountability
- Cooperation
- Diversity
- Excellence
- Honesty
- Inclusiveness
- Integrity
- Interdisciplinarity
- Internationalization
- Openness
- Reliability
- Responsibility
- Quality
- Solidarity
- Transparency
- Visibility

III Prioritized Goals¹

1. Student-Centric Goals

- i. enrichment of students by academic and administrative excellence
- ii. enrichment of students by innovative programs and education methods

2. Research-Centric Goals

- i. intellectual growth (*academic and scientific excellence*)
- ii. purposeful research to promote regional well-being (*harmonization of study programs with social and economic needs*)
- iii. purposeful research to promote global well-being
- iv. strategic partnerships with local industries (*cooperation with the economic organisations and institutions of science and culture*)
- v. strategic partnerships with regional industries

3. Global Citizenship

- i. long-term regional cooperation
- ii. long-term global cooperation
- iii. promoting global multi-cultural values
- iv. harmonizing with the local community
- v. advocating for peace and reconciliation
- vi. contribution to the Sarajevo Canton strategic concept: *Sarajevo as a regional university center*
- vii. *Education as a factor of economic and social development of Bosnia and Herzegovina*

¹ Items in italics are from currently available BiH and Sarajevo Canton higher education strategies' goals and objectives.

IV Resources

IUS is a mission-oriented not-for-profit foundation university that relies heavily on philanthropic contributions. Tuition rates are intentionally kept low, while a great percentage of students receive some form of scholarship. The foundation and Board of Trustees will continue to fund IUS as much as possible. Further efforts to enhance funded research are planned, so that more resources are made available for IUS to reach its stated strategic goals.

V Strategic Planning Activities

The process of the IUS Strategic planning for the period 2022 -2026 was initiated by the Rectorate in October 2020. After initial meetings and consultations, IUS Rector, Prof. Dr. Ahmet Yildirim, passed the Decision on Appointment of Strategic Planning Executive Committee - SPEC), headed by Prof. Dr. Sencer Yeralan, the Dean of the Faculty of Engineering and Natural Sciences (FENS)². The SPEC, as a supportive body was tasked to “*draft and submit the proposal of the new IUS Strategic Plan (2022-2026) to the Permanent IUS Strategic Management Body for revision, consideration and comments.*” The SPEC was requested to prepare an initial Strategic plan draft which *inter alia* includes:

- An analysis of the implementation of the current Strategy 2016-2021 and provide recommendations, as an input for the new IUS Strategic Plan (2022-2026).
- Feedback from external and internal stakeholders in the strategic plan proposal.
- Discuss external and internal contexts and associated risks in which the university operates.
- Consideration of *The Recommendations of the External Accreditation Committee for institutional Accreditation (HEA) and The Action Plan for Quality Improvement (November 2019)*³ in the strategy proposal.

The IUS Strategic Plan 2022-2026 was prepared within the context of the COVID-19 pandemic. In the period November 2020 - June 2021 the SPEC had regular online weekly meetings, which were conducted via the Teams platform due to the epidemiological measures.

In the course of action, SPEC conducted surveys of internal and external stakeholders: IUS staff, students and industry representatives.

The first draft of IUS Strategic Plan was prepared in June 2021. Further action included submitting the draft to the Permanent IUS Strategic Management Body, chaired by the IUS Rector. This was followed by passing the Senate decision and seeking final approval and adoption by IUS Board of Trustees.

² IUS-REC-01-93/2021

³ IUS-REC-01-2823/2019

The IUS Strategic Plan 2022-2026 is based on the following 10 main principles:

- 1) ***Contribution to Bosnia and Herzegovina and Canton Sarajevo development*** by harmonizing university activities with Strategic development plans and laws of Sarajevo Canton, Bosnia and Herzegovina and international organizations.
- 2) ***Ensuring educational innovation, and the creation and application of knowledge*** through research and projects.
- 3) ***Continuation of quality management system improvement*** in all university policies, processes and operations.
- 4) ***Applying inclusive and active cooperation with stakeholders*** – strategic stakeholder opinion and feedback is taken into consideration in decision making at various levels.
- 5) ***Applying innovative approaches*** in education, research and artistic work and development
- 6) ***Creation of partnerships with regional and local industries*** - In-course practical work will be encouraged, while educational efforts will be enhanced by meaningful internships.
- 7) ***Internationalization*** – continuation and improvement of networking and cooperation with other higher education institutions which share similar values as IUS, foreign and domestic students mix, mobility, curricula content with international dimension, projects funded by international supporters, and continuation of double diploma programs. Also, internationalisation at home as a recent trend among the higher education institutions will be considered.
- 8) ***Systemic approach to UN Sustainable Development Goals (SDG).***
- 9) ***Promotion of intellectual honesty*** and anti-plagiarism in all kinds of academic and student work.
- 10) ***Promotion of transparency, accountability and visibility at all levels of the University operations.***

VII Methodology

To identify our prioritized goals, we have consulted and taken internal and external stakeholders' opinion into account, as well as the external context in which the university is operating, aiming to fulfill its mission and vision. In preparation of this document the following legal documents (state, entity and cantonal level) and available development strategies, as well as stakeholders' feedback were considered:

- Framework Law on Higher Education in Bosnia and Herzegovina („Official Gazette of BiH“, No. 59/07),
- Law on Higher Education (Official Gazette of Sarajevo Canton No. 33/17
- Rulebook on the use of academic titles and the acquisition of scientific and professional titles at higher education institutions in the Sarajevo Canton
- Law on Scientific Research of Sarajevo Canton
- Law on Foreign Citizens
- Decision on Adoption of Priorities for Development of Higher Education in BiH, 2016-2026, Council of Ministries of Bosnia and Herzegovina, Official Gazette of BiH, no. 35/16).
- Standards and norms for performing higher education activities in the Sarajevo Canton (Official Gazette of Sarajevo Canton, number: 19/17).
- Strategy of Development of Education and Science of Canton Sarajevo, 2017-2022, Ministry for Education, Science and Youth of Canton Sarajevo.
- Statute of the International University of Sarajevo, No.: IU-SENAT-11-1980/2018
- IUS Strategy 2016-2021 Implementation Report, Quality Assurance Office.
- Institutional Self Evaluation Report, IUS, 2019.
- Decision on the Criteria for Accreditation of Higher Education Institutions in BiH („Official Gazette of BiH“, No. 96/16).
- Decision on the Criteria for Accreditation of Study Programs of the First and Second Cycle of Studies in BiH („Official Gazette of BiH“, No. 47/17).
- EN ISO 9001:2015, IDT, July 2017).
- The SDG Framework in Bosnia and Herzegovina, 1 September, 2021.
- 72/222 Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development, UN General Assembly Resolution, 20 December, 2017.
- Report on the Survey on Student Opinion Regarding Strategic goals, Quality Assurance Office, No. IUS-02-690/21.
- SURVEY RESULTS, IUS academic and administrative staff, S. Yerelan
- IUS Industry Partners' Survey on the IUS Strategic goals, M. Ganic
- IUS End of Year Report AY 2020-2021, Quality Assurance Office (Statistics), IUS- REC 01-1717/21.
- IUS End of Year Report AY 2018-2029, IUS End of Year Report AY 2019-2020, IUS Quality Assurance Office.

VIII STRATEGIC FRAMEWORK

Understanding of the Organization and its Development

Context screening: Customer requests, Competition requests, Quality requests

Context Analysis		Leads to:	Leads to:
1.1	Analysis of general environment	<i>Threats and Opportunities</i>	SWOT/TOWS DIRECTION OF DEVELOPMENT
1.2	Analysis of business environment		
1.3	Analysis of internal environment	<i>Strengths and Weaknesses</i>	

VIII 1 External Context and its Influence on the University

VIII.1.1 POLITICAL

- The process of accreditation of study programs in BiH by HEA has not commenced by the time of writing this document, which adversely affects students' decisions to choose BiH as a country to complete their studies (both BiH and foreign nationals).
- HEA is not a full member of ENQA which affect the reputation of the universities in BiH.
- The process of BiH accession to the EU is very slow so the HEIs located in BiH cannot fully benefit from EU funds and projects (such as Horizon, Europe, COST).
- BiH is not Erasmus+ partner country which, to a certain extent, adversely affects access to Erasmus and other project funds, mobility and internationalization.
- BiH, not being an EU member country, affects project application/implementation (i.e. laws, which are still not implemented in BiH, i.e. GDPR).
- Visa issuing processes for foreign staff and students are lengthy. These processes are not digitalized and thus require extra resources and time investment from the university, when these resources can otherwise be more efficiently utilized.
- Frequent changes of the Minister in the Ministry for Higher Education and Youth of Canton Sarajevo negatively affects the processes.

VIII.1.2 ECONOMIC ENVIRONMENT

- Cooperation between the university and industry is not at a satisfactory level. The students require more practical experience during their studies, networking with the companies and career advice and guidance.
- Post pandemic economic trends are unfavorable, jobs are not safe.

VIII.1.3 SOCIO-CULTURAL ENVIRONMENT

- General misperception of IUS as a profit-making university
- State funding for research and projects is often limited to public universities
- Society's distrust of diplomas issued by private universities
- Unfavorable demographic trends in BiH

VIII.1.4 TECHNICAL CONTEXT

- Continuous technical progress requires more investment in digital equipment, especially as a result of the university offering of study programs in distance learning and hybrid mode, as well as an investment into improvement of student survey system.
- Laboratories need constant upgrading and investment to keep pace with technical progress and competition.

VIII.1.5 ENVIRONMENTAL CONTEXT

- The low level of general societal awareness of the possibilities of using renewable energy sources which results in a low level of energy efficiency and reusable sources of energy.

VIII.1.6 LEGAL CONTEXT

- Over-regulation and complexity in the process visa issuance for foreign citizens and slow resolution of the visa applications by the state institutions.
- Frequent law changes put more demands on the university to adjust and change its internal acts.
- Legal obstacles are present in both, the visa and residence permit legal processes for foreign staff and students.

VIII 2 Understanding Needs and Expectations of Stakeholders

Stakeholder matrix					
Categorization of Stakeholders	Name of Stakeholder	Why a stakeholder?	Priority	Rate of Influence	Degree of Importance
INTERNAL STAKEHOLDERS	<i>Owner</i>	<i>Strategic Decision maker / Goal Setter. Interest in self-sustainability, successful business operations, number of students, cost efficiency, reputation (i.e. ranking)</i>	<i>High</i>	<i>Very strong</i>	<i>1.Degree</i>
	<i>IUS Board of Trustees</i>	<i>Strategic Decision maker / Goal Setter Interest in self-sustainability, successful quality in teaching and research, reputation (i.e. ranking)</i>	<i>High</i>	<i>Very strong</i>	<i>1.Degree</i>
	<i>Rector</i>	<i>Decision maker, leader, Interest in success of University in all of its operation, primarily quality of education and research, fulfilling the set strategy goals.</i>	<i>High</i>	<i>Very strong</i>	<i>1.Degree</i>
	<i>Academic Staff</i>	<i>Service Provider Interest in earnings and motivations, international ranking of the university</i>	<i>High</i>	<i>Strong</i>	<i>1.Degree</i>
	<i>General Secretary / Administration</i>	<i>Administrative Decision making Support services to education process Operational/</i>	<i>High</i>	<i>Strong</i>	<i>1.Degree</i>
	<i>Students</i>	<i>Service User/Customer Interest in university ranking and reputation, quality of teaching, campus environment and student experience</i>	<i>High</i>	<i>Medium</i>	<i>1.Degree</i>
	<i>Office Managers</i>	<i>Specific operational decision making</i>	<i>High</i>	<i>Medium</i>	<i>2. Degree</i>
	<i>Service Staff</i>	<i>Support Service Provider</i>	<i>High</i>	<i>Medium</i>	<i>2. Degree</i>
EXTERNAL STAKEHOLDERS	<i>Ministry of Civil Affairs of BiH</i>	<i>State Level Policy Maker</i>	<i>High</i>	<i>Very strong</i>	<i>1. Degree</i>
	<i>Ministry of Higher Education of Canton</i>	<i>Canton Level Policy Maker</i>	<i>High</i>	<i>Very strong</i>	<i>1. Degree</i>

<i>Sarajevo</i>				
<i>Agency for Development of Higher Education and Quality Assurance BiH - HEA</i>	<i>National accreditation</i>	<i>High</i>	<i>Very strong</i>	<i>1. Degree</i>
<i>CIP</i>	<i>Foreign diploma Recognition, Cooperation</i>	<i>Medium</i>	<i>Medium</i>	<i>3. Degree</i>
<i>Industry representatives</i>	<i>Cooperation, Informing Curricula, Providing internship for students, Research cooperation and innovation</i>	<i>High</i>	<i>Strong</i>	<i>2. Degree</i>
<i>Office of foreign Affairs</i>	<i>Cooperation on visa and residence permits</i>	<i>High</i>	<i>Very strong</i>	<i>1. Degree</i>
<i>NGOs ,Civil Society</i>	<i>University responsiveness to community needs</i>	<i>Medium</i>	<i>Medium</i>	<i>2. Degree</i>
<i>Suppliers</i>	<i>Cooperation fair business cooperation, quality of services, timely payment</i>	<i>High</i>	<i>Strong</i>	<i>2. Degree</i>
<i>Media Representatives</i>	<i>IUS mass media presence</i>	<i>High</i>	<i>Strong</i>	<i>1. Degree</i>
<i>Local authorities i.e. municipality</i>	<i>Permits issuance</i>	<i>High</i>	<i>Medium</i>	<i>2. Degree</i>
<i>IUS Alumni</i>	<i>Cooperation, surveys on the employability rates, curriculum innovation</i>	<i>High</i>	<i>Medium</i>	<i>2. Degree</i>
<i>Partner universities</i>	<i>Cooperation, Projects</i>	<i>Medium</i>	<i>Medium</i>	<i>2. Degree</i>
<i>International Organisations active in BiH</i>	<i>Grant providers for research and projects</i>	<i>Medium</i>	<i>Medium</i>	<i>2. Degree</i>

IX Context and Emerging Strategic Opportunities

The IUS 2022-2026 Strategic Plan is prepared within the context of COVID-19 pandemic. Following the instructions by Ministry of Higher Education of Bosnia and Herzegovina dated March 11, 2020, IUS took immediate action to transfer its on-campus classes to online. The adaptation process to online education took less than two weeks at institutional level despite a lack of former know-how and experience regarding online education. IUS has been investing in know-how and technology for the betterment of content and infrastructure provided for online education ever since. The steps taken in this regard are as shared below:

1. Continuous education of IUS Academic Staff for the acquisition of know-how regarding the usage of online platforms, preparation of content for online education and delivery of course content at its best via online platforms.
2. Education of IUS Administrative Staff for efficient and successful usage of online platforms for meetings, councils, etc.
3. Investment in technology for online education or distance learning:
 - i. Cisco Webex Smart Boards with end user licenses,
 - ii. Cisco Next-Generation FirePower Firewalls with IPS, AMP data protection and URL filtering
 - iii. Cisco 9500 core network distribution switches for service reliability and increased data throughput
 - iv. Client computers upgrades (RAM memory, SSD, web cameras and headphones with microphone)
4. Conduct of extra-curricular activities online i.e. FENS Café, IUS FLW Public Lectures, Online Conferences, Seminars, etc.
5. The launch of Graduate Distance Learning Programs and Tracks.

X Benchmarking (Evaluation from peers/external stakeholders)

IUS has been conducting regular surveys to seek feedback from both alumni and external stakeholders. Samples of such surveys and accompanying analyses are available in the appendix. While these efforts will continue, IUS is determined to expand its relations with external stakeholders during the next strategic plan period.

IUS has seen a significant expansion in its relations with peer institutions through a number of bi-lateral agreements and dual-diploma programs. These include the common enterprises with Istanbul Technical University, Istanbul university, The Catholic University of Lublin, and the Ludwigshafen University of Business and Society. These programs not only provide enhanced educational opportunities to our students, but also provide mechanisms for IUS to gauge and benchmark its activities vis-à-vis sister universities.

The post-pandemic expansion of the scope and activities planned for IUS prompt us to review and expand our engagement with external stakeholders.

Our commitment to contribute to national, regional, and international economies also heighten the need and desire to form deeper relations with external stakeholders from institutions and businesses.

To enhance our interactions with external stakeholders IUS will

- improve regular communication channels, form advisory boards, and hold periodic retreats on or off campus
- actively involve stakeholders in the process through transparent and data-driven analysis of options and cost-benefit assessments.
- explain the strategic goals and objectives and clarifying where they fit in it.
- create an easy-to-follow road-map to be shared with external stakeholders, and periodic reviews to assess the progress made.

IUS values all types of feedback. Regular surveys are conducted under the auspices of the Quality Assurance Office, but also by many programs. IUS considers students' and other stakeholders' feedback as a major input for the IUS decision-making processes, as they promote fact-based governance. While the collection of survey and evaluation data are available from the Quality Assurance Office, an example of program-level efforts, here, for ELS studies, is given in the appendix.

XI General Institutional Strategy

IUS does all this with the aim of contributing to the region by adopting the objectives of BiH government authorities.

Our Strategic Priorities are:

- To increase the number and quality of distance learning programs.
- To seek for opportunities to open new academic units based on national and global developments.
- To collaborate with universities worldwide to increase the number of double diploma programs.
- To increase the quantity and quality of research.
- To enhance quality of the students' satisfaction feedback
- To establish a new office/center to increase/improve the collaboration with industry or establish a technology transfer office to provide students and academics with the opportunity to create start-up companies.
- To educate our scientifically equipped students, as global citizens in solidarity with other people, in the pursuit of new knowledge, discovery, and integration to benefit all humanity.
- To improve the international student profile and the ratio within the framework of local law.
- To create a matrix between programs in order to better use resources and to increase efficiency.
- To make all operations on campus available online.
- To continue development of the processes related to enhancement of quality management system (QMS) through regular SWOT analysis and PDCA cycle (Plan, Do, Check, Act).

XII General Institutional Action

XII.1 General trends regarding the academic and administrative contributions to student-centric goals

The student survey results on the IUS Strategic Plan 2022-2026 highlight the significance of more profound integration of students into the academic and administrative decision-making processes and implementation of decisions as active participants, in addition to increasing the role played by the student body in academic, research, professional and social activities. Regarding the enrichment of students via education IUS will emphasize the following practices: the significance of the integration of new technologies into education and student satisfaction survey methods, practical work into coursework, facilitation of student access to internships inside and outside the university, increase of cooperation between programs within and outside IUS to increase the number of interdisciplinary and multidisciplinary tracks and the level of interdisciplinary and multidisciplinary content.

XII.2 General trends regarding the academic and administrative contributions to research-centric goals

IUS will promote contributions regarding research, highlighting of the significance of the development of cooperation within the region and wider with other higher education institutions and industry, inclusion of SDGs into education and research, empowerment of IUS affiliated faculty in terms of conduct of research and publication and promotion of the research results.

XII.3 General trends regarding the academic and administrative contributions to global citizenship

Contributions regarding global citizenship 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 considered as possible ways to add value to global citizenship and internationalization, in addition to assisting BiH in becoming a 'Program Country for E+'. Design and implementation of a university-wide project about global multi-cultural values can be an asset for the development of the IUS student body for Global Citizenship. In harmony with the local community, increasing the efforts to identify local needs will allow 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 is 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 will serve global citizenship. IUS can contribute to the goal of the development of 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.

XV ACTION PLAN

The action plan was developed collectively by all IUS staff (administrative and academic) through a transparent and inclusive process. The detailed lists of proposed activities are given in the following section. The ACTION PLAN tables below reflect the major activities organised under each of the prioritized goals listed in Part 2 of this document.

It is noteworthy that IUS upper administration as well as its staff has made a concerted effort to incorporate all BiH goals on higher education into their strategic plan.

Having been written exclusively by the staff with no further direction from management, the action plan reflects the commitment of IUS towards the set goals. Furthermore, it represents a firm promise that the goals will be achieved, since the action plan comes directly from those who will undertake the tasks. The summary tables do not include the key performance indicators or the additional resources proposed by the staff. These will be revisited at the onset of the new strategic period (2022-2026). Items in italics are from BiH goals and objectives.

1. Actions to Meet Student-Centric Goals:

- IUS will enhance the Student Career Center, student professional activities, its industry outreach through plant visits and informational seminars.
- IUS will increase its efforts to support professional student and alumni services in job search and placement.
- IUS will continue to improve the existing student services in financial and registration issues, academic and non-academic advisement, and social activities.
- IUS will increase quality of student survey feedback.
- IUS will enhance BiH library access for its students and staff.
- IUS will introduce *ePlatform* for student services, similar to *eCampus*, to simplify and automate student-related processes.
- A new student lecture series will be set up.
- IUS will investigate and implement course sharing with other institutions and a practice of guest lecturers to better prepare its students for a global workplace.
- IUS will start a leadership training program for students.
- IUS will initiate a series of student-oriented workshops regarding extra-curricular needs (e.g. cv writing).
- IUS will initiate further formal and periodical surveys to obtain student feedback in its fact-and-data-based decision-making processes.
- Continuing with its commitment to delivering the best educational experience possible, IUS will seek and implement timely new programs, new teaching and advisement pedagogues, and enhance multidisciplinary curricula. These efforts will lead to new minors and tracks.
- Particular attention will be given to humanities across the board, as well as a

focused effort towards Sustainable Development Goals in line with BiH efforts in this field. Global awareness will be enhanced through new elective, microcredit courses, and non-credit global, regional, and local courses.

- In-course practical work will be encouraged, while educational efforts will be enhanced through meaningful internships.
- Benefiting from experiences during the pandemic, IUS will invest in emerging new technologies to fulfil its mission.

2. Research-Centric Goals

IUS will enhance its efforts towards academic and scientific excellence by emphasizing its funded and purposeful research efforts.

- IUS will establish a standing committee on interdisciplinary and multi-institutional research. The committee, in close cooperation with the Office of Sponsored Projects, will seek funding and cooperation opportunities, investigate research-curricula relationships and interaction, and address how research will benefit the IUS education mission.
- IUS will also establish a new office/center to formalize its relations with local and regional industries. The office/center will widen research network exchange programs, and organize meetings, forums, and panels.
- IUS will continue to organize workshops for the preparation of funded research project applications.
- Library access, research infrastructure, entrepreneurial opportunities will be enhanced. Multi-institutional research programs will be emphasized and encouraged through providing networking opportunities.
- IUS will seek and attract world-class faculty by uniform transparent faculty and researcher hiring practices. Likewise, IUS research contributions to BiH and beyond will be announced by a concerted public-relations program.

3. Global Citizenship

- IUS will be an active proponent of regional and global citizenship through a culture of engagement and service, through efforts in joint academic programs with regional and global universities, students and staff exchanges, joint research with institutions and businesses, government, as well as regional and local NGOs, recruiting students from around the world.
- The efforts to assert IUS as a productive globally engaged institution, while reaching out to the Balkan diaspora, will be enhanced by dual degree and EU/TUBITAK programs, improving the visibility of IUS as an educational institution through a more robust digital footprint, and support from supra-national institutions.

- IUS will create a university-wide project about Global Citizenship and Leadership, which will introduce students to cultural diversity, global awareness, global responsibility, and global participation, ultimately providing a holistic approach to internationalization and student development. The effort will engage in events with foreign diplomatic missions in Sarajevo.
- Specific events such as with local charities, the Moot Court, the IUS STEM Camp, relations with BIT Alliance (e.g. Coder Dojo) will continue, while IUS will initiate a series of public classes through Life-Long Education.

XV.1 ACTION PLAN TABLE

STRATEGIC GOAL 1.: Student-Centric Goals								
SG1.i Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
Enrichment of students by academic and administrative excellence	Enhance quality of collecting student satisfaction feedback through investment into relevant software module	Software procured and installed. Student participation increased.	Software installment delays, technical issues	x	x			
	Enhance in-course practical work, internships	Accepted successfully completed internship report for each student. Student feedback	Lack of concerted effort by the university in building sustainable and long-term cooperation with industry.	x	x	x	x	x
	Improve teaching through guest lecturers	Number of optimal guest lecturers per course, student feedback	Lack of guest lecturer support, insufficient funding for investment in promotional activities.	x	x	x	x	x
	Introduce elective/microcredit/non-credit global, regional and local courses	Student feedback report on quality of the course	Lack of clear planning activities by academic units, academicians not motivated to improve their courses.	x	x	x	x	x
	Enhance SDGs delivery through education, research and art	Number of SDG projects/activities/a	Academicians not motivated to	x	x	x	x	x

		ctions. IUS' ranking in the Times Higher Education Impact.	improve their courses/research in line with SDGs or not reporting progress.					
	Continue with improvement of Study Programs respective to quality enhancement activities	Introduction of new courses or improving syllabi along with global trends	Reluctance or resistance of academicians to changes	x	x	x	x	x
SG1.ii Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
Enrichment of students by innovative programs and education methods	Introduce workshops (e.g. cv writing) for students	Number of organized activities	Students' reluctance to participate	x	x	x	x	x
	Introduce new technology (e.g. VR, Interactive Smart Boards)		Economical constraints			x	x	x
	Introduce new teaching methods	Number of different teaching approaches	Limited number of adapted academics	x	x	x	x	x
	Introduce more interdisciplinary/multidisciplinary tracks within the existing qualifications	New tracks offered for students	Low attractiveness of the tracks offered	x	x	x		

STRATEGIC GOAL 2.: Research-Centric Goals								
SG2.i Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
Intellectual growth (<i>academic and scientific excellence</i>)	Continue with and enhance delivery of preparatory funded research workshops.	At least two workshops per AY	Possibility of low interest by academicians	x	x	x	x	x
	Continue with/enhance timely announcement of new research opportunities.	Reasonable time to prepare the project proposal by the deadline	Possibility of low interest by academicians	x	x	x	x	x
	Enhance library access and research infrastructure	Collect usage statistics	IT network infrastructure failure or insufficiency	x	x	x	x	x
	Enhance entrepreneurial opportunities	Creating optimal conditions for establishment of start-ups by students through workshops, lectures, internship, cooperation with labor market	Economic constraints and legal problems		x	x	x	x
	Enhance multi-institution research	Number of project applications in cooperation with other institutions Number of projects' grants awarded.	Limited number of research calls	x	x	x	x	x

SG2.ii, SG2.iii, SG.iv and SG.v Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
Purposeful research to promote regional well-being and harmonization of study programs with social and economic needs) Purposeful research to promote global well-being	Enhance active cooperation with BiH and regional universities with measurable impact	Number of signed agreements	Non willingness of partner universities			x	x	x
	Enhance joint cooperation research programs with EU, Balkan Countries and Turkey	Number of signed agreements	Legal and economic constraints	x	x	x	x	x
	Re-establish a standing interdisciplinary research committee	Number of sessions of the committee per AY	Limited numbers of appropriate research calls		x	x	x	x
	Introduce research-curricula relationship/interaction	Curricula changes compatible to the needs of industry and legal framework.	Insufficient feedback from industry		x	x	x	x
	Identify local/regional priorities for purposeful research	Carry out a research to identify priorities	No motivation by the academicians	x	x	x		
	Enhance Sustainable Development Goals (SDGs) delivery through education and research projects	Number of courses and research projects related to SDGs	No motivation by the academicians	x	x	x	x	x
	Actively include students in research proposals and activities	No. of students actively involved in research/artistic proposals/activities	No motivation by the academicians Students' low performance	x	x	x	x	x

STRATEGIC GOAL 3.: Global Citizenship								
SG3.i, SG.ii and SG.iii Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
Long-term regional cooperation Promoting global multi-cultural values	Enhance joint academic programs with regional and international universities	Number of established joint programs	Non willingness of partner universities			x	x	x
	Enhance and diversify students and staff exchange activities	Number of successful realized exchanges	Insufficient number of agreements	x	x	x	x	x
	Enhance recruiting students from all countries/continents	Number of international new enrollments per AY	Political and financial constraints	x	x	x	x	x
	Increase dual diploma study programs	Number of successful agreements	Non willingness of partner universities			x	x	x
	Create a university-wide project about Global Citizenship and Leadership	Number of project proposal	Reluctance of academics and students			x	x	x
	Introduce short-term visiting faculty/researcher programs	Number of realized visits	Legal and financial constraints		x	x	x	
	Introduce events with foreign diplomatic missions in Sarajevo	Number of organized events	Non willingness of foreign missions			x	x	x
SG3.iv Operational objectives	Activities	Indicators	Risks	2022	2023	2024	2025	2026
	Enhance relations with municipalities	Mutual visits and	Non willingness	x	x	x	x	x

Harmonizing with the local community		organized events	of municipalities					
	Enhance relations with local charity	Number of charity activities	Financial constraints	x	x	x	x	x
	Enhance active cooperation with local companies	Number of signed agreements	Non willingness of companies	x	x	x	x	x
	Introduce public classes through Life-Long Education	Number of offered classes	Reluctance of public in attendance			x	x	x

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