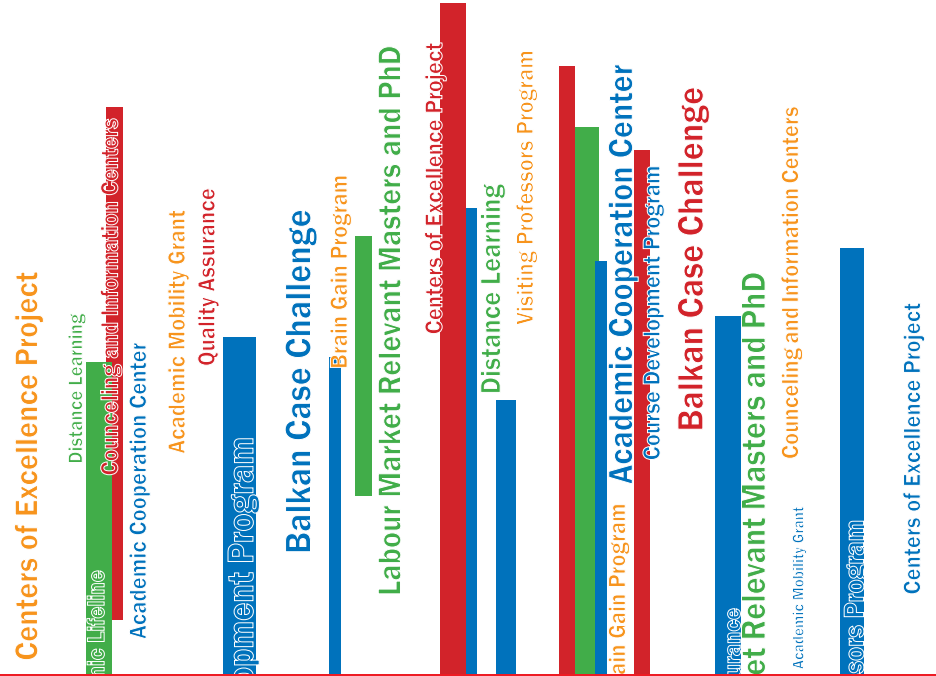


# 15+ Years

OF SUPPORT TO BOSNIA & HERZEGOVINA

HIGHER EDUCATION THROUGH

ADC - WUS AUSTRIA COLLABORATION



financed by

Austrian

Development Cooperation

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**Austrian  
Development Cooperation**

**Foreword by ADA**

Austrian Development Cooperation has successfully been engaged in Bosnia and Herzegovina since 1992. As Bosnia and Herzegovina's development agenda is driven by the prospect of her future integration into the European Union, we have also supported our partners in their efforts to modernize the educational sector. The promotion of youth and making the sector relevant for the labor market were among the targets set. Austrian Development Cooperation assisted in the implementation of the Bologna process, participated in the development of a Quality Assurance System in Bosnia and Herzegovina and linked the country's institutions with relevant partners in Austria and the EU.

Good education and continued learning are necessary preconditions for young graduates to be successful in the national and international labor markets. Consequently Austrian Development Cooperation made particular efforts to support young people and, in doing so, cooperated with the World University Service Austria (WUS Austria) and the public universities in Bosnia and Herzegovina.

As the principle of ownership is important for us, Austrian Development Cooperation has involved the main stakeholders and beneficiaries in the design and implementation of program - and project - activities. This has contributed to sustainable institutional capacity development

leading to improved results and facilitating the acceptance of recommendations at the policy level.

Now we stand at the beginning of a new era in our bilateral cooperation with Bosnia and Herzegovina. Both countries have agreed to a gradual phasing out of traditional development cooperation until the end of 2013.

Ongoing programs will carefully be brought to a successful end and will be handed over to Bosnia and Herzegovina in 2013.

We will encourage and support our partners to make increased use of existing alternative instruments of Austrian cooperation such as Business Partnerships, NGO co-operation, regional co-operation, EU Twinning and loan funding provided by the Oesterreichische Entwicklungsbank.

We are looking forward to many more years of fruitful cooperation between Austrian Development Cooperation and Bosnia and Herzegovina.




Ambassador Brigitta Öppinger-Walchshofer  
Managing Director of Austrian Development Agency



**Foreword by WUS Austria**

After almost 20 years that I have been active in the field of higher education of citizens of Bosnia and Herzegovina, I am glad and proud to see the results of the cooperation and assistance initiated and implemented by WUS Austria, which from the very beginning were supported by the Austrian Government. 15+, 15 years of cooperation, which are highlighted with this publication as a final manifestation of projects supported by ADA, are ending. This support was continuous and consistent in accordance with the needs of the academic community in BiH, and it will hopefully continue in another form.

It is difficult to single out one thing that was special. Everything was special, every attempt, every task, and every step. Today, our friends, former students and scholars, are distinguished professors, vice-rectors, deans, ambassadors, directors, presidents, engineers, etc. Some of them have taken over, at their own institutions, the very activities they were involved in together with WUS. Those who have once had language and computer classes, now hold classes as guest lecturers at prestigious universities around the world.

One of the important steps for Bosnia and Herzegovina was the action of providing quality Internet links after the war. Furthermore, projects like Telemedicine, Distance Learning Center, eContent, are parts which supported the

technological development of the universities in BiH. Before the Bologna Process in BiH officially started, WUS introduced the Bologna Process in 2002 – meaning the modification of the curricula, changing of the methodological approaches, ECTS, monitoring of quality of new programs, all of which were a major turning point in solving tasks within the reform processes.

Today, after a series of joint actions, WUS can be proud that it has been part of those processes at the universities, where it managed to contribute to restoring and improving the undermined quality and restore the concept and system of quality assurance, while responding to the needs of the universities.

We would like to thank the Austrian Development Agency for recognizing the need and for working together in implementing the Austrian Development Cooperation fund. We also thank the Austrian Development Agency staff in Sarajevo for their good communication, flexibility and understanding. Last, but not least, I would like to thank the WUS Austria staff for their enthusiastic approach, understanding, learning by doing, and moving from chapter to chapter in recognizing the importance of their mission.




Professor Wolfgang Benedek, PhD, Chairman of WUS Austria

## Austrian Development Cooperation

### 1.1 About ADC - Austrian Development Cooperation

Austrian Development Cooperation promotes sustainable development by reducing poverty. Bilateral development cooperation concentrates on partner countries in Africa, Asia and Central America as well as in South Eastern and Eastern Europe.

In South Eastern Europe Austrian Development Cooperation supports countries in their social, economic and democratic development and helps them prepare for their accession to the European Union. The main priorities of cooperation with South Eastern Europe lie in the fields of business and employment, education, environment and the rule of law.

#### Austrian Development Cooperation with Bosnia and Herzegovina

By virtue of a shared history and intense institutional and economic relations, Austria has close ties with Bosnia and Herzegovina. Austria supports the country's convergence with Europe along with that of other countries in the region.

The bilateral agreement on technical cooperation between the Republic of Austria and

Bosnia and Herzegovina signed on 4 November 2009 embodies the framework of cooperation between both countries. This strategy sets out Austria's approach towards rendering assistance to Bosnia and Herzegovina in the period of 2011–2013. The main objective is a well prepared and successful phasing out of bilateral programs of Austrian Development Cooperation. The priorities are education (higher education and vocational educational training), economic development and employment, as well as governance and gender as cross cutting issues. Ongoing programs will be carefully brought to a successful end and will be handed over to Bosnia and Herzegovina in 2013.

At the beginning of a new era in bilateral cooperation Austrian Development Cooperation will encourage and support the Bosnian and Herzegovinian partners to make increased use of existing alternative instruments of Austrian cooperation such as Business Partnerships, NGO co-operation, regional co-operation, EU Twinning and loan funding provided by the Oesterreichische Entwicklungsbank.



### 1.2. About WUS Austria

World University Service (WUS) is an association committed to the promotion of the human right to education based on academic freedom and university autonomy.

Since its establishment as a non-profit organization in Graz in 1983, WUS Austria has been working on the promotion of higher education (HE) in various countries all over the world. Since 1994, following the conflict in former Yugoslavia, WUS Austria has developed a regional focus on South Eastern Europe (SEE).

WUS Austria implements its activities mainly in Austria, Bosnia-Herzegovina, Kosovo, Montenegro and Serbia, while some programs have been extended to many other countries, mainly in Central, Eastern and South Eastern Europe. To this end WUS Austria has set up local offices in Belgrade, Podgorica, Prishtina and Sarajevo. Today, WUS Austria employs approximately 35 permanent staff and administers an annual budget of 2.5 million EUR.

Through its continuing efforts in the field of HE in SEE, WUS Austria has been playing an integral part in the reconstruction and advancement process of HE in this region. Following the emergency and reconstruction phases in the 1990s, efforts concentrated on

reforming the higher education system in the target countries, with particular emphasis on the Bologna Declaration. In the course of this process, the context of WUS Austria's activities shifted from one of construction to that of medium term EU-expansion, which now forms the framework of cooperation in the field of HE in SEE.

WUS Austria focuses on four core areas: Higher Education Development, Linking Higher Education and Economy, Arts and Culture and Higher Education and Human Rights.

While higher education and South-East Europe remain at the center of WUS Austria's work, the organization is now looking to extend the scope and geographic focus of its services. This refers particularly to an enhanced knowledge transfer between universities, the business world and society at large, and to WUS Austria's efforts to revive its activities in Africa and Latin America.

Within the scope of these projects, WUS Austria cooperates above all with the Austrian Federal Ministry for European and International Affairs, the Austrian Development Agency, the Austrian Ministry for Science and Research, the European Union and other (inter) national organizations, as well as with universities in SEE, Austria and the EU.

## 1.3 Cooperation History

### From Humanitarian Aid to Support to Strategic Reforms of BiH Higher Education

The Austrian Development Cooperation and WUS Austria proudly look back at seventeen years of successful cooperation focused on support to Higher Education (HE) in BiH. The joint efforts encompassed a variety of different projects which all had one thing in common: the belief that sustainable prosperity needs the Academia as one of its main preconditions – and that the investment in this sector does matter. And – that it did make a difference.

This „difference“ is now called „the impact of projects“ and is defined as „change in people’s lives“. In the HE sector, the change caused through our projects is extremely difficult to isolate from other influences and to put into a certain time frame. It has been driven by many influences in the past decades and the results are surely interwoven with those of many other initiatives. The story of our cooperation with the ADC and the BiH Universities is thus told through a number of examples and testimonies throughout this publication enabling the readers to make their own impression about what we have jointly achieved.

The good intentions of the Austrian Government, now called „Austrian Development Cooperation“, have started as an „Academic Lifeline“ Project back in 1994, financed by the Austrian Federal Chancellery of the Republic of Austria. In order to implement this and other projects that came afterwards, the WUS Austria Office in Sarajevo was founded in the summer of the same year. In those turbulent times, Austria and WUS were the first to recognize the urgent need to provide humanitarian aid for academic survival and

prevent extreme brain drain. The „Lifeline“ kind of projects have characterized the first out of three periods of ADC/WUS cooperation.

The second phase of our work in BiH can be called the **reconstruction and stabilization** phase, which focused mainly on purchasing of infrastructure, enabling the start of academic mobility and inspiring excellence through smaller support projects.

The third and still ongoing phase of ADC-WUS Austria cooperation is characterized by an advanced approach initiating and enabling reforms at BiH universities. Through a variety of measures such as building up and developing Quality Assurance structures and systems, internationalization, linking HE with the economic sector and modernization of curricula, the BiH public HE sector has been strongly supported on its way towards the European Higher Education Area (EHEA).

Almost two decades of ADC-WUS cooperation have, in our own opinion, been characterized by an approach which stands for sustainability, dignity, quality and a long-lasting friendship between BiH and the Republic of Austria.

We would like to express our appreciation and gratitude to the Republic of Austria for the immense support given to the HE sector in BiH, and the “difference” enabled through their support.



Mag. Nina Beširević, Project Coordinator and Member of Executive Board, WUS Austria

## 1.4 Cooperation Achievements: Overview of Implemented Projects and Activities

### **Academic Lifeline Program for Bosnia and Herzegovina**

**The Academic Lifeline Program for Bosnia and Herzegovina**, by improving curricula through purchase of books, teaching aids and helping the restoration of classrooms and laboratories, aimed at reducing the brain-drain from BiH and creating better possibilities for students and teachers to continue their education and work at their home universities.

### **Ideas for Action (IFA)**

**The IFA** program aimed at supporting student volunteers helping to rebuild higher education in BiH. Through this Program scholarships were offered to full-time students at all BiH universities for projects proposing cultural and humanitarian activities and assistance to faculties and students on the basis of voluntary work.

### **Innovative Students Ideas (ISI)**

The ISI program aimed at giving the students of BiH universities a unique chance to influence their immediate environment at their universities, faculties or student associations. The Program supported students' projects that aimed at improving the existing conditions of studying.

### **Support to Academic Events (SAE)**

**The SAE** aimed at supporting various kinds of academic events or events linked to universities. The program supported the organiza-

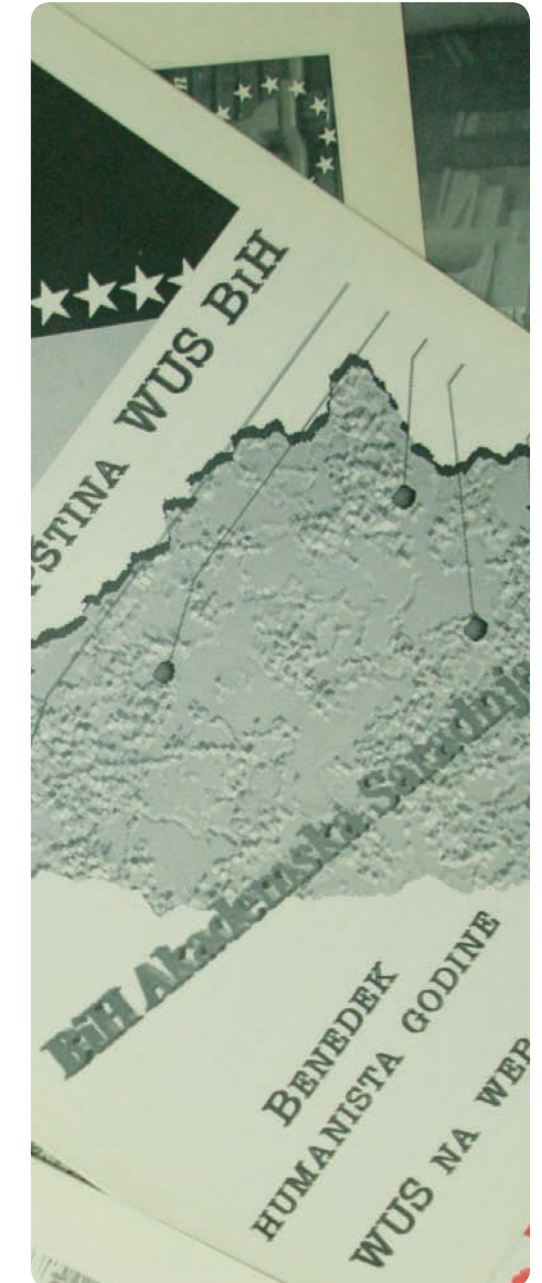
tion of manifestations such as international conferences, workshops and seminars, as well as events that aimed to improve academic exchange and the reform process of the educational sector.

### **Academic Mobility Grant / Support (AMG/AMS)**

**The AMG /AMS** program served to help break the isolation of BiH universities by assisting teaching staff and students to take part in international scientific events in Europe and around the world in order to reestablish academic contacts and cooperation. In order to make their presence at different international congresses, conferences, and workshops possible, ADC-WUS Austria provided financial support to cover their travel costs.

### **Postgraduate Students' Grants (PSG)**

**The PSG** was a scholarship program for post-graduate students studying at universities in BiH. Scholarships were granted to students with good performances at their faculties and who were at the end of their studies. The number of scientific publications, frequent participation in international scientific events and three recommendation letters were part of the selection criteria as well. In addition, the social situation of the candidate and the formal quality of the application were taken into consideration.





#### Doctoral Studies Support (DSS)

The DSS program met the most urgent needs of local students in assisting young academics in their postgraduate and doctoral studies. The Program was developed to provide financial aid to postgraduate students and in such a way support the development of new academic generations.

#### Visiting Professors Program (VPP)

The VPP aimed at supporting the visits of professors from abroad who came to teach courses not available at local faculties in BiH and to fill urgent gaps in the local teaching capacities. This part of international scientific exchange and cooperation was considered important for the development of local universities.

#### Balkan Case Challenge (BCC)

The BCC project was an annual international case study competition and recruitment event with a focus on South-Eastern Europe (SEE). It aimed at opening up opportunities and new perspectives for excellent students from SEE through strengthening links between higher education and employment and by the provision of concrete job opportunities. Excellent students from SEE and Austria had the opportunity to compete in the following four academic disciplines: Law Moot Court, Business Case Competition, Model European Council, and ICT (Information and Communication Technology) Case Competition.

#### Support to Small Projects (SSP)

The SSP was an integrated intervention primarily aimed at sustainable development of BiH university institutions through the support of diverse faculty projects such as procuring of laboratory equipment, books, computers and other items and even supporting visiting professors.

#### Centers of Excellence Projects (CEP)

The CEP motivated faculties to develop new concepts leading to higher standards of quality in teaching and research as well as to open up new fields of activities. The BiH university institutions, at the time, were often missing the most basic "hardware" for their academic work, such as books and technical equipment. CEP provided support in the development of centers of excellence at those faculties which were able to demonstrate they had a development plan and a concept of making optimal use of the equipment (e.g. by sharing it with other university institutions).

#### Excellent Students' Program (ESP)

The ESP aimed at supporting active students and promising undergraduates with yearly scholarship schemes. The selection criteria were based on study success and achievements, relevance of studies for the reconstruction of higher education and sciences in BiH, as well as the social situation of the applicants. Students disabled in the war who were doing well in their studies despite difficult

circumstances were given preference in the selection process.

#### Establishment of Human Rights Center at the University of Sarajevo

The Human Rights Center project focused on activities aimed at the development of human rights education at the University of Sarajevo. The Center included a library and human rights documentation which was made available to all members of the University, (non)governmental organizations, and the public in general.

#### Establishment of WUS Interlink Center at the University of Sarajevo

"Interlink" aimed at educating students and establishing direct internet connection for the Rectorate of the University of Sarajevo, Faculty of Law and Center for Human Rights, in order to improve their communication with the rest of the world. Computer and internet courses were regularly held at the center, making it possible for faculty staff and students to establish international contacts with other universities, as well as access to databases useful for teaching and research.

#### Establishment of Unilink Center at the University of Banja Luka

"Unilink", a walk-in computer center at the Faculty of Electrical Engineering at the University of Banja Luka, aimed at providing free internet access to University members, as well as offering computer and internet courses on a regular basis.

#### Academic Cooperation Center for Sarajevo Students (ACCESS)

The ACCESS center was located in the building renovated with the support of the Austrian Federal Chancellery and Hope '87 in the UNSA campus. ACCESS consisted of a Counseling and Information Center, which advised students and academics on opportunities of academic cooperation, exchange possibilities, scholarship schemes, academic events, etc., an Internet Café which served as a meeting place, but also gave online access to all the information sources on the Internet, and a copy center which assured cheap copying services to students. On the upper floor, there was a library and reading room with international literature and magazines, as well as internet access for work in a quieter environment. ACCESS also offered academic and cultural activities, such as scientific workshops and seminars, as well as concerts, exhibitions, book presentations, etc.

#### Networking Infrastructure Projects (NIP)

The NIP aimed at creating and improving the internet infrastructure of the universities in BiH. The underlying mission of the project was to supplement current internet projects, covering the support of not only hardware, but also software organization and transfer of know-how.





**Support for University Network Program (SUN)**

The SUN, implemented by WUS Austria and the Interlink Center, aimed at providing internet connection to the individual faculties which were willing to join the academic-cooperation network. This provided a useful and long-term investment to the network infrastructure of a university.

**BiH eLearning “eLearning Program” - eContent Program (eCP)**

The eLearning program was oriented at raising awareness and promoting eLearning within the BiH academic community. The eContent Program was an evolutionary merging of eLearning Program and CDP+, which aimed at transforming suitable CDP+ processed courses or their parts into online educational content, as a supplementary educational tool. eContent developers were trained in order to assure the sustainability of eLearning centers and make use of eLearning infrastructure which was accumulated in the previous project years. Above all, the aim was to further promote the general and specific aspects of eLearning within the university staff and students’ community.

**Course Development Program / Course Development Program Plus (CDP / CDP+)**

The CDP supported the improvement of curricula, with the objective to facilitate the transition of higher education in BiH towards

European standards. This program encouraged the faculties to introduce new subjects, and to apply innovative approaches - in content and methodology - to already existing courses. The CDP placed particular emphasis on interdisciplinary teaching, transnational cooperation and networking between academics.

**Brain Gain Program / Brain Gain Program Plus (BGP / BGP+)**

The BGP aimed at opening the higher education sector in BiH by inviting emigrated academic staff to provide courses which were not available at public universities in BiH. The BGP was an important tool for strengthening the institutional cooperation between higher education institutions of BiH and universities from around the world from which the visiting professors came.

**Distance Learning (DL)**

The DL program was concerned with the application of advanced information technologies, whose focal point was on the service aspect. The far-reaching aims of the program were: development and integration of information and computer technologies (ICT) in education and teaching, development of flexible user-friendly infrastructure, advancement of “digital” education of the academic community and development of a high-quality teaching content, which could be integrated into the current European e-learning process.

**BiH eLearning - “Fine Tuning”**

The BiH eLearning - “Fine Tuning” program aimed at promoting a set of Recommendations by the BiH eLearning Task Force for the purpose of showcasing practical aspects of eLearning in university education and lifelong learning. The Recommendations covered a wide range of activities that were important for the creation of a collaborative environment among BiH universities, as well as between BiH academic eCommunity and universities world wide.

**Degree Development Structure (DDS)**

The DDS project’s main objective was to help install the methodology for developing II and III cycle degree study programs and to initiate the creation of new master and PhD programs at BiH public universities. Particular emphasis was placed on linking higher education and the labor market, to the aim of providing better career opportunities for graduate students.

**Quality Assurance (QA) projects**

• **Structural Development of Quality Assurance in Higher Education 2006-2008**, financed by the Austrian Development Cooperation and Liechtenstein Government, aimed at ensuring the transfer of know-how and expertise from EU experts to BiH Universities in the field of internal quality assurance (QA) and supporting them in the development of institutional QA guidelines.

• **Strategic and Structural Development of Quality Assurance in BiH Higher Education 2008-2011** - focused on furthering the development of quality assurance in BiH higher education. The project represented follow up action to previously established QA structures at BiH universities and a push forward to the BiH Agency for Higher Education Development and Quality Assurance. The project intervention logic followed a specific, demand-led approach, whereby BiH university institutions were given the opportunity to propose and implement measures they deemed necessary for upgrading their QA systems.







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## 2.1 University of Banja Luka

The University of Banja Luka (UNBL), established in 1975, is the second largest university in BiH, consisting of 16 faculties and enrolling more than 17,000 students. Approximately 600 professors, 400 assistants and 450 administrative workers are currently employed at UNBL. In the academic year 2006/2007, the Bologna process was introduced within all its study programs. As of January 1st 2008, UNBL operates as an integrated university. UNBL has 54 licensed study programs and it remains fully committed to the idea of a borderless area for research and knowledge exchange in Europe.

*“The cooperation between the Banja Luka University and WUS Austria has continued and lasted since the beginning of WUS Austria operations in Bosnia and Herzegovina (BiH). That*

*is why we have the special honor and pleasure to look back at the most important results and experiences in the past 15 years.*

*Modernization of our work and increasing quality of studies at our faculties in the period 1996-2006 has been to a great extent supported through WUS Austria activities. Some very important results were achieved:*

- (1997) - the project “Implementation of EU Standards for Quality of Food in the Curricula of the Faculty of Technology and in Practice”;
- (1997) - the project “Modernization of the University Library in Banja Luka”;
- (1999) - Establishing the Human Rights Center at the Faculty of Law;
- (2001) – the project “Managing the Sustainable Network of Student Unions in BiH”;
- Participation of students at the Balkan Case Challenge, etc.

*Implementation of the Bologna process in higher education institutions in BiH has put new challenges before our University. We manage to deal with these challenges with the significant support of WUS Austria. It is particularly the case with specific projects related to quality assurance and development of specific curricula, especially III cycle studies in Information-Communication Technologies at our Faculty of Electrical Engineering, which was introduced in 2009.*

*Summing up the results of all these activities, we conclude that the cooperation was very successful, useful, highly professional but also pleasant and friendly.”*

**Rector of the University of Banja Luka, Prof. Stanko Stanić**



Exhibition of Students' Projects supported through Brain Gain Program I

**1** Since the launch of the Brain Gain Program (BGP) in 2002, UNBL used the opportunity of inviting and hosting guest lecturers 11 times. **Prof. Milena Stavrić** from the Graz University of Technology remains one of the most sought-after and frequent BGP lecturers, participating as many as 7 times as a **BGP lecturer** at the Faculty of Architecture and Civil Engineering.

*“After 5 years of participation in the BGP, as a guest lecturer at the Faculty of Architecture and Civil Engineering, it is with pleasure that I observe a remarkable development that took place at my host Faculty. Thanks to the project's longevity we managed to establish a modern teaching structure in geometry and digital media which led to 2 workshops resulting in exhibitions of students' works that will also be presented at the next CAD Future conference in Liege. Therefore, I must emphasize that this was possible only due to the long-term support by WUS and an extremely friendly and positive atmosphere at UNBL.”*

**Feedback by Prof. Milena Stavrić, Graz University of Technology, BGP Lecturer**

**2** Within the program Austrian Support to BiH Higher Education in 2008-2011 or more specifically its component Degree Development Structure (DDS) and under the coordination of prof. Zdenka Babić, the **Faculty of Electrical Engineering** developed a doctoral study program “**PhD in ICT**” in close cooperation with their twinning partner, University of Paderborn, and 3 labor market partners.

To the aim of designing and delivering a high-quality, market-relevant and Bologna Process-compliant study program, a number of support measures were made available to the applicant Faculty within the ADC-WUS Austria project: expert consulting and guidance in academic and administrative issues, scholarships for study program lecturers, study visits to EU universities, purchase of literature, teacher training activities, etc.



Exhibition of Students' Projects supported through Brain Gain Program II

15+ Years

**1** by 2010  
 11 Brain Gain Program (BGP) visits successfully held at UNBL

**2** In January 2009  
 Start of development and implementation of the 1st doctoral program at UNBL – “PhD in ICT” at the Faculty of Electrical Engineering

## 2.1 University of Banja Luka



Official contract signing for the project Degree Development Structure „PhD in ICT“ in Banja Luka in January 2009

The final outcome of the project is a developed doctoral program - the first licensed III cycle study program at the University of Banja Luka – which will soon provide its first generation of graduates.

**3** In 2006, within its project Structural Development of Quality Assurance in Higher Education, WUS Austria supported the establishment of a QA center at UNBL and provided training for QA staff through study visits to EU universities, seminars and conferences. UNBL representatives, **Mr. Miroslav Dragić, QA coordinator at UNBL and Ms. Blanka Škipina, QA coordinator at Faculty of Technology,** conducted a **study visit to Kaho Sint Lieven University in Belgium** from May 28 to June 01 2007. Kaho Sint Lieven University was chosen based on the fact that Belgium higher education reform scored very high (especially with regard to quality assurance) at the Ministerial Conference in London in 2007.

Furthermore, UNBL QA coordinator, Mr. Dragić, participated at the **Second European Quality**



**Assurance Forum** at the La Sapienza University of Rome in November 2007, organized by European University Association (EUA), in cooperation with European Association for Quality Assurance in Higher Education - ENQA, European Association of Institutions in Higher Education - EURASHE, European Students' Union - ESU, and European Commission.



Study visit by UNBL representatives to Kaho Sint Lieven University in Ghent, Belgium, in June 2007

**4** In 1998, WUS Austria first encountered **prof. Zdenka Babić** from the Faculty of Electrical Engineering, as a successful applicant within the project Ideas for Action. Ever since then Prof. Babić has remained a loyal and avid user of ADC-WUS Austria projects and one of the most tireless reformers in BiH higher education. After a CEP project in 2002, the cooperation continued in 2004-2005 through Course Development Program+ (CDP+) within which prof. Babić, together with her colleague, prof. Ferid Softić, successfully developed two courses: **“Digital Image Processing”** and **“Electronics Materials and Components”**. Both CDP+ courses were later transformed into eCourses through the eLearning - eContent Program; eContent developed by prof. Babić for the course “Digital Image Processing” has been awarded as the **Best eContent** project in the period 2005 – 2007. Today, prof. Babić is a project coordinator of a PhD study program supported by WUS Austria.



Prof. Zdenka Babić receiving her Award for Best eContent project in November 2007



Recommendations of the BiH eLearning Task Force

**5** The intervention logic of the eLearning Program in BiH – Fine Tuning was based on a clearly articulated demand of BiH academic community and recommendations of the BiH eLearning Task Force (eLTF). One of the end results of the program, which was officially supported by the BiH Council of Ministers, was the **“eLearning Strategy for BiH”**. Furthermore, the project resulted in **“BiH eLTF Recommendations”** – a core document designed to serve as a basic guideline for eLearning and eContent development at the level of a university. Based on the Recommendations to use the SCORM standard for content packaging, UNBL implemented Learning Management Systems (LMS) and obtained LMS Collaborative Software in order to browse and search through



Guide for development of eContent/ eCourses

knowledge databases, locate needed resources and use them (e.g. to share text, graphics, animations, quizzes, audio and video material among universities).

On April 18th 2005, an **eLearning Training Seminar in Banja Luka** was successfully held. Attended by more than 80 participants it covered a number of different topics: eLearning in academic community, eLearning Development Strategy for BiH, WEB Based Training – Standards in development, packaging and distribution of online content, Digital video in eLearning, Copyrights in eLearning, Recommendations for verification and evaluation of ePublications in eLearning process, Transferring traditional course material into eMaterial

**3** 2006 Introduction of quality assurance concept at UNBL

**4** 2004-2005 A success story: Cooperation with prof. Zdenka Babić from the Faculty of Electrical Engineering

**5** 2004 – 2005 UNBL's successful participation in eLearning Program in BiH 2004-2005

## 2.1 University of Banja Luka

- pedagogical and didactical aspects in eLearning, Dynamic Power Trainer – authoring tool, etc.

**6** In 2001-2002, besides support provided through programs for academic mobility (AMG), visiting professors (VPP), distance learning (DL) and infrastructural development (CEP), BiH universities were offered funds for **organization of courses and seminars** on topics they found essential at the time. Numerous training activities, targeted at different stakeholder groups (students, teaching staff, administration, management) were successfully held: **“Basics of Microsoft Windows, Word, Internet Explorer and MS Excel”, “Web Publishing for Faculty Web Developers”, “MS ACCESS for the Faculty of Medicine”** (creation of a medical database),

**English language courses, “Career Training Seminar”, “DL courses in Science and Engineering”, seminar “Open Society and its Enemies”, “Introduction to Multimedia”, workshop “Digital Video”, etc.**

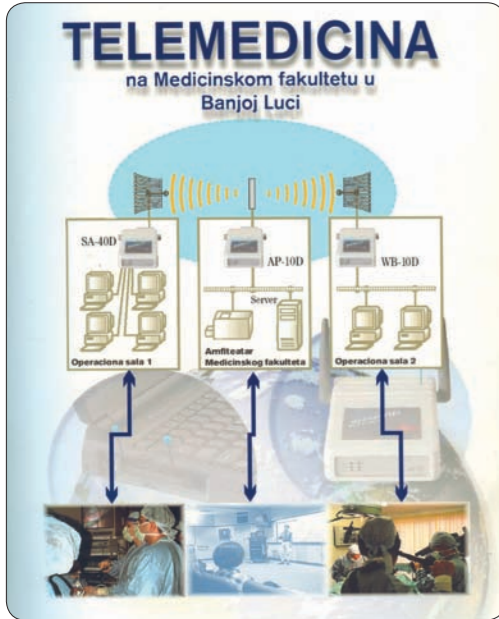
**7** Not diminishing the value and impact of numerous CEP projects implemented in the period 1997 – 2004 at UNBL, the **“Telemedicine”** project is singled out since it represented pioneer action in the field, not only in BiH, but also in the region. Its first phase was implemented in the period 1999-2000, under the coordination of **Ozren Kordić, MSc** and **prof. Milorad N. Stanišić, D. Med.Sci.** and it set the foundations for further improvement of medical teaching at UNBL and Banja Luka University Clinical Center.

**8** WUS Austria established two **Walk-in Computer Centers in Banja Luka** - one located at the University Computer Center and the other at the Faculty of Electrical Engineering - under the joint name of **“Unilink”**. The equipment was donated by the Austrian Federal Chancellery (OstZusammenArbeit) through WUS Austria activities. The computer centers mainly served as free internet access points for university members, as well as platforms for regular computer and internet courses.

**9** With the support of the Austrian Federal Chancellery, **WUS Austria Office in Banja Luka** was opened for the purpose of assuring more efficient coordination of support, increasing the number of project beneficiaries, confidence-building and strengthening of

academic relations within BiH. Furthermore, the established **Counseling and Information Center** provided students and academic population in general with useful information on ADC-WUS Austria’s programs, opportunities for studying abroad, scholarship schemes, cultural events, cooperation with other organizations, etc.

**10** In 1997 the underlying mission behind ADC-WUS Austria projects was to motivate university institutions to develop and adopt new concepts leading to higher standards of quality in teaching and research as well as to open up future fields of activities. Such action was first enabled through CEP – Centers of Excellence Projects. At UNBL, 3 CEP projects were successfully implemented which aimed at



Publication issued through the CEP project “Telemedicine”



Unilink Center in Banja Luka



WUS Austria Office in Banja Luka



Counseling and Information Center (CIC) in Banja Luka I

**modernization of the University IT laboratory, the University Library, and introduction of EU quality standards and methods of food control** in curricula at the Faculty of Technology.



Counseling and Information Center (CIC) in Banja Luka II

**6** 2001 – 2002

A series of language and computer courses and seminars on various topics (distance learning, multimedia etc.)

**7** 2000

Support to development of the Telemedicine concept in Bosnia and Herzegovina (and the region) through CEP project at UNBL

**8** In March 1999

the Unilink Walk-in Computer Center was officially opened at the University of Banja Luka

**9** In August 1998

WUS Austria Office was opened at the Faculty of Mechanical Engineering in Banja Luka and the Counseling and Information Center (CIC) for students and academics was founded

**10** 1997

Start of long-standing cooperation between ADC-UNBL-WUS Austria through implementation of 3 CEP projects



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## 2.2 University of Bihać

The University of Bihać (UNBI) comprises seven faculties (Faculty of Biotechnical Sciences, Faculty of Economics, Islamic Faculty of Education, Faculty of Pedagogy, Faculty of Law, Faculty of Technical Engineering and College of Nursing Studies) and two institutes (Institute of Technical Faculty and Institute of Economics). Through its institutes UNBI has been maintaining cooperation with the local industry and carrying out projects for them. In 2006/2007, UNBI introduced Bologna principles within its teaching and research activities. The aim of the UNBI academic community is to continue developing the University in line with European and world standards.

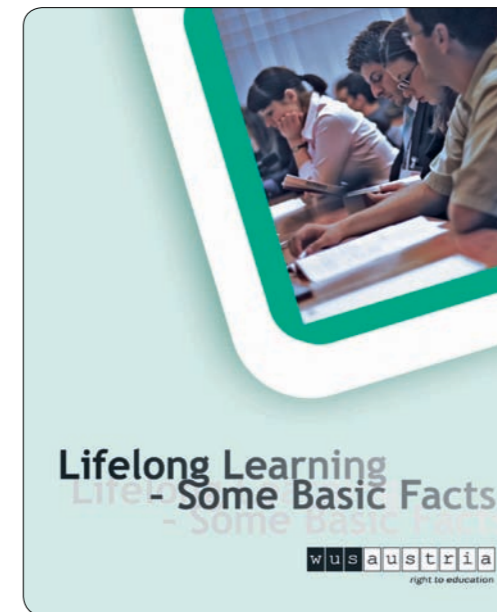
*“University of Bihać has had the special opportunity to cooperate with WUS Austria Sarajevo Office for the past fifteen years. It was a most satisfying experience. Many activities were supported, but it is more important to mention the not so visible support provided through all these activities. Apart from professional and financial assistance in securing numerous relevant experts, organizing workshops, study visits and many more activities, it is the new contacts, bonds and friendly support that made the greatest contribution. Quality Assurance Forums were a great opportunity, not just for attending, but also to contribute to the development of European perspectives which we did through our representative. We are proud to be the only BiH University that took active participation in the 4th QA Forum in Copenhagen. Our country was represented in the best way and we made our mark in the European course. Our Quality Assurance activities were greatly supported through these projects, and it will not be exaggeration if we admit that most of our advancements in this field were made possible through WUS coordinated (ADC/ADA funded) activities. We are extremely pleased with the past cooperation with WUS Austria, Sarajevo office, and we also look forward to future cooperation, being available for all kinds of activities.”*

*Rector of the University of Bihać, Prof. Refik Šahinović*

**1** In the course of years of ADC support, WUS Austria strived to bridge the gap between identified problems and priorities in BiH higher education and trends in European Higher Education Area by providing training activities to academic community in BiH on various topics in European reform agenda. To that purpose several seminars, trainings and conferences were organized for BiH university staff. UNBI staff readily participated in all knowledge transfer activities provided through ADC-WUS Austria cooperation, some of which were:

- Training **“DL Courses in Science and Engineering”** in 2002 in Velenje, Slovenia
- **“eLearning Training”** in April 2005, in Banja Luka
- Seminar **“Quality Assurance Systems at BiH Universities”** in January 2006, in Sarajevo
- **“Train the eContent Developers”** in April 2006, in Sarajevo
- Seminar **“Quality Assurance at University of Bihać”** in June 2006, in Bihać
- Training **“Curriculum Development and ECTS Introduction”** in November 2006, in Banja Luka
- Seminar **“Course Development and Life-Long Learning”** in February 2007, in Sarajevo
- Conference **“Quality Assurance Systems at Universities in BiH”** in April 2008, in Sarajevo
- Seminar **“Development of II and III Cycle Degree Programs”** in March 2009, in Banja Luka
- Seminar **“Promotion of Doctoral Studies”** in March 2010, in Mostar

**2** UNBI institutions remained avid users of the Brain Gain Program (BGP); so far **20 guest**



Brochure on LLL developed for the seminar “Course Development and Life-Long Learning”, February 2007



Seminar “Development of II and III Cycle Degree Programs”, March 2009 in Banja Luka

15+ Years

**1 by 2011** UNBI staff participated in numerous seminars, trainings and conferences aimed at development of BiH higher education in line with EU trends

**2 by 2011** In total 20 Brain Gain Program (BGP) visits took place at UNBI

## 2.2 University of Bihać

**lecturers' visits** have been awarded and successfully implemented throughout the University of Bihać. The majority of the guest lectures were held at the Faculty of Technical Engineering whereby the most frequent and enthusiastic BGP lecturer was prof. Salih Teskeredžić whose expertise lies in Contemporary Design, Wood in Contemporary Product Design, Design and Form Theory. Long-standing BGP cooperation has, among other things, resulted in a clothes design project/workshop "Made in BiH" and an exhibition of students' wood designs.

"Every time students show even greater interest in the topics we are tackling. Due to absence of all necessary teaching materials, the students have difficulties in obtaining the valuable information regarding this very 'live', contemporary and dynamic field. I am impressed by the interest and thirst for knowledge, the students showed for their further professional careers in the field, but also for BiH textile production in general."

Feedback by Prof. Salih Teskeredžić, BGP lecturer



Students' Works in Wood Design I



Students' Works in Wood Design II



Students' Works in Wood Design III

3 The project Structural Development of Quality Assurance in BiH Higher Education 2008 – 2010, financed by ADC and Principality of Liechtenstein, focused on further development of human resources and capacity building in the field of QA at BiH universities through measures such as study visits to EU universities, participation at international QA forums and development and printing of university strategies and institutional QA policies.

In May 2009, UNBI representatives together with their colleagues from University Džemal Bijedić in Mostar conducted a **study visit to Czech University in Prague**. The participants were very pleased with the study visit and their host institution since the Czech University in Prague is a public university with excellent references and valuable experience. The QA coordinator at UNBI, Mr. Enes Dedić, actively participated in the **Fourth and Fifth European Quality Assurance Forums** in November 2009 and in November 2010 respectively. Moreover, at the 4th European Quality Assurance Forum held in Copenhagen, UNBI QA Coordinator, Mr. Enes Dedić, present-

ed a paper entitled "**Quality as Subjective Experience**".

"University of Bihać had a rare opportunity to participate in QA forums. It would hardly be possible to have it realized without WUS assistance through this project. Our institution gained great insight into the European currents and made strong connections with relevant key players in this field. It also helped us shape and develop our own vision and strategy of quality assurance. We were also able to present some of our experiences to the European auditorium which promoted not only the University, but our country as well."

Feedback by Enes Dedić, QA Coordinator, University of Bihać

Furthermore, the project supported development and publishing of the UNBI institutional **Quality Assurance Policy**. UNBI even printed out bookmarkers containing QA policies in order to make them more attractive and increase their distribution among the academic community.



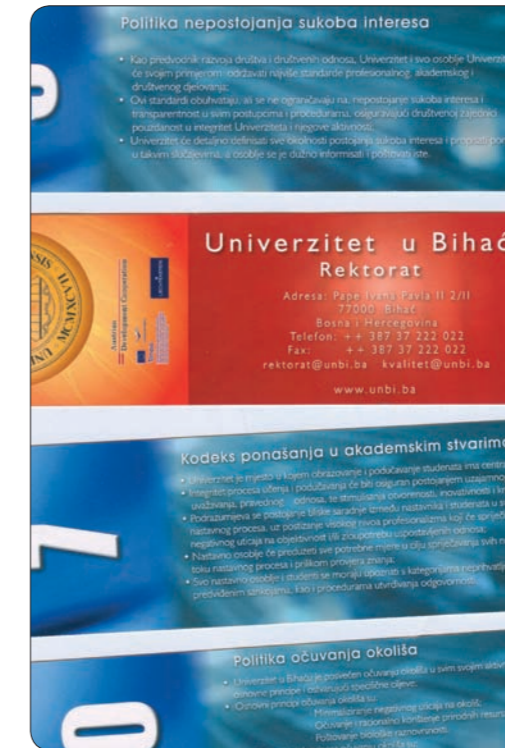
Study visit to Czech University in Prague, May 2009

4 In January 2009, the process of development and implementation of a labor market relevant **second cycle study program, MA in Mechanical Engineering** officially started at the Faculty of Technical Engineering within ADC-WUS Austria project Austrian Support to BiH Higher Education in 2008-2011 i.e. its Degree Development Structure (DDS) component. The Master program was designed and realized in close cooperation with Fachhochschule Technikum Wien and a number of labor market partners. Apart from clear guidance and expertise in the development of a master program, the project team was provided with a number of accompanying support measures such as study visits to EU universities, equipment procurement, purchase of a web platform, scholarships for lecturers, literature purchase, BGP visits, and teacher training activities.

5 In line with trends in EU higher education, in 2006 WUS Austria launched its project Structural Development of Quality Assur-



Official contract signing for the project DDS "MA in Mechanical Engineering" in Bihać in January 2009



QA policies published as bookmarkers at University of Bihać

3 2010 Further familiarization with QA and development of institutional Quality Assurance Policy at UNBI

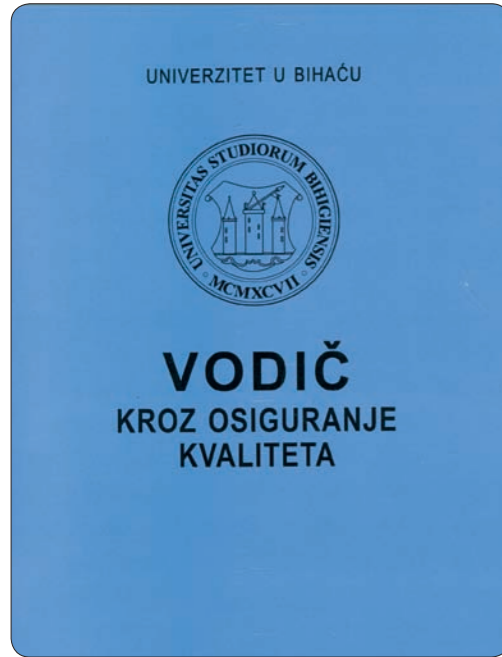
4 January 2009 UNBI signed a project contract for developing and implementing a second cycle study program at the Faculty of Technical Engineering – MA in Mechanical Engineering

5 2006 Quality Assurance (QA) center opened at UNBI marking the start of institutional capacity building for QA

## 2.2 University of Bihać

ance in Higher Education 2006-2008, with the financial support of ADC and Principality of Liechtenstein, which aimed at establishment of QA structures at BiH universities. Consequently, the project and its activities led to establishment of a QA center at UNBI, training of the QA coordinator, and establishment of UNBI QA procedures.

From 28th – 31st March 2007, representatives from UNBI, dr. Halid Makić and Enes Dedić conducted a **study visit to two prestigious universities in England: University of Cambridge and City University London**. According to their feedback, the study visit was very informative and successful.



„Guide through Quality Assurance”

Within the project, UNBI used the knowledge it gained through various seminars, study visits and trainings to develop its own QA Guidelines entitled „Guide through Quality Assurance” covering the definitions of basic QA vocabulary and concepts, QA standards and guidelines in BiH higher education, QA systems at UNBI etc.

**6** Within projects Support to Higher Education in BiH 2002-2004 and 2005 – 2007 (financed by ADC), four CDP+ courses were successfully developed at UNBI:

Faculty of Technical Engineering:

- **Design Project Clothes**
- **Methods and Techniques of Presentation**

(Coordinator: Mirzet Mujadžić)  
Faculty of Law  
• **Security Studies in Transition**  
(Coordinator: Nedžad Bašić)

Faculty of Pedagogy  
• **Anthropometrics**  
(Coordinator: Nijaz Skender)

“The CDP+ project is an extraordinary support to universities in BiH by enabling the teaching staff at the universities to provide our students with the high quality knowledge. Study visits are very useful to learn about the current situation of the faculties in other countries. Providing support to print the course material is essential as students



Official contract signing at the Austrian Embassy in Sarajevo for the ADC-WUS Austria program Support to Higher Education in BiH 2005-2007

get all the necessary information and material in one book. Personally, this project was of immense help to me as a lecturer since I was provided with the necessary and valuable bibliography and videos which under normal circumstances are very difficult to obtain due to the fact that they are very expensive. In the end, I want to thank Austrian Government and WUS staff for their immense help and cordiality, and especially for their professionalism and dedication.”

Feedback by Prof. Nijaz Skender,  
Faculty of Pedagogy, CDP+ coordinator

**7** From 1999 until the end of 2004, UNBI and especially its Faculty of Technical Engineering very actively followed the work of WUS Austria (and its ADC-funded projects) and diligently participated in CEP and Small Scale Projects (SSP) actions.

“With the means provided through various and numerous WUS Austria projects, such as CEP and SSP (and finally DDS), Faculty of Technical Engineering purchased laboratory equipment that has largely contributed to implementation of practical teaching and improvement of education and training in the field of textile and wood design, as well as robotics, of both students and the employees of the Faculty’s labor market partners.”

Feedback by Prof. Isak Karabegović, Faculty of Technical Engineering, University of Bihać

**8** In the period 1999-2002, WUS Austria programs focused on a number of support measures targeted at different stakeholder groups: Excellent Students Program (ESP), Postgradu-



Purchased equipment installed in the laboratories of the Technical faculty

ate Students Grants (PSG) and Doctoral Studies Support (DSS), Academic Travel Support Program, Visiting Professors Program (VPP), Academic Mobility Grant (AMG). Both students and teaching staff of UNBI actively took part in the offered projects and hence 3 students participated in ESP while 3 professors from the Technical faculty used Academic Travel Support Program to attend a conference on EMCO CNC machines.

**9** University of Bihać was founded in July 1997 and in 1999 UNBI started participating in WUS Austria-ADC projects – the first of them being Centers of Excellence (CEP) projects which were aimed at improving the overall teaching process through procurement of necessary equipment. First UNBI CEP project was equipping of the “**Laboratory for Training of Furniture Design Engineers**” at the Faculty of Technical Engineering in 1999.

**6** 2004 – 2007  
Four Course Development Program+ (CDP+) courses successfully developed at UNBI

**7** by 2004  
UNBI participated in numerous Centers of Excellence (CEP) projects and Small-Scale Projects (SSP) for the purpose of equipping a number of laboratories

**8** 1999 – 2002  
A number of different support measures targeted at students, academic staff, guest lecturers etc. implemented at UNBI

**9** 1999  
UNBI started using ADC -WUS Austria support projects



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### 2.3 University Džemal Bijedić in Mostar

The University "Džemal Bijedić" in Mostar (UNMO) was founded in 1977. UNMO consists of 8 faculties and it employs 250 teaching staff members and associates. Approximately 12.000 students were enrolled at UNMO in the academic year 2008/2009. UNMO's mission is to organize a wide range of educational processes of different contents and levels, and perform theoretical, applied and evolving scientific research, thus becoming one of the leaders in the education of young experts necessary for the development of economy and society, as well as to promote cultural and social development of region and country.

*"The existence of the WUS Austria Sarajevo Office was of significant assistance to the University Džemal Bijedić of Mostar, considering that this University benefited from programs offered and coordinated by this Office. The possibility to apply for different programs, particularly BGP, was important, having in mind the need Džemal Bijedić University of Mostar has had and still has regarding its teaching staff.*

*All the professors who came to our University came with the desire to support us and they brought with them new approaches, fresh ideas and the possibility to establish connections with the institutions where they are currently employed. It also enabled us to be more visible internationally.*

*The fact that the professors came from BiH or that they used to work at Džemal Bijedić University of Mostar provided the University with the best advocates abroad.*

*However, the most significant impact this program has had is the impact on students. They benefited from having top lecturers from around the world. The guest professors introduced student-based and student-oriented lectures that proved to be successful among students. This also had an effect on local teaching staff that used the presence of guest lecturers to improve their academic records.*

*It also created a possibility to establish good cooperation with WUS Austria Sarajevo Office regarding issues that are addressing higher education: quality of teaching process and academic performance. By applying to different projects, Džemal Bijedić University of Mostar and WUS Austria Sarajevo Office became project partners what proved to have positive outcomes."*

**Rector of the University "Džemal Bijedić" in Mostar, Prof. Ahmed Džubur**

**1** Within WUS Austria's project Structural Development of Quality Assurance in Higher Education 2006 – 2008, which was financed by ADC and Principality of Liechtenstein, UNMO used the opportunity to build its human and institutional capacities for quality assurance through a number of capacity building and knowledge-transfer activities such as study visits to EU Universities, seminars on different topics within the field of QA in HE, development and printing of institutional QA guidelines, etc.



Project promotion through a round table at UNMO in September 2006



UNMO delegation's study visit to University TOR VERGATA in Rome, February 2007

Within the second phase of the project, Strategic and Structural Development of Quality Assurance in BiH Higher Education in 2008 – 2011, QA system and processes at UNMO were developed further and upgraded particularly in the field of **QA information systems**. More specifically, UNMO together with its partner, University of Tuzla, developed an information system for regular collecting and monitoring of quality parameters.

#### Feedback by UNMO beneficiaries:

*"The project is certainly very useful to improve Quality Assurance at University "Džemal Bijedić" Mostar, to obtain relevant data. The system significantly reduces the time and therefore costs, for obtaining necessary information for the Office*



Project promotion at UNMO in June 2009

of Quality Assurance. The information will be used in the future for faster and easier tracking and monitoring of key performance indicators.”

2 The **Faculty of Information Technology**, remaining a devoted user of WUS Austria-ADC projects, once more took full advantage of support measures offered through CDP+ to develop and modernize 2 courses: **Computer Systems Architecture** (Prof. Safet Krkić) and **Web Technologies** (Prof. Emir Humo). Furthermore for the new course **Web Technologies** complementary eContent material was developed.

In 2006, the **Faculty of Mediterranean Agriculture** joined the group of CDP+ beneficiary institutions by developing its course on

**Systematics of Plants** (Prof. Ahmed Džubur) for which it purchased monocular and binocular microscopes.

Within the project Support to Higher Education in BiH 2005 – 2007, a number of seminars and trainings were held, in which UNMO staff, especially CDP+ stakeholders, readily took part:

- A series of trainings **“Train the eContent Developers”** BiH, April – October, 2006;
- Training **“Curriculum Development and ECTS”**, Banja Luka, November 2006;
- Seminar **“Course Development and Life-long Learning”**, Sarajevo, February 2007.

3 Within the project Support to Higher Education in BiH 2004 – 2005, 2 CDP+ projects were



Official contract signing for the project “Information System for Support of Internal QA at the Universities of Tuzla and “Džemal Bijedić” in Mostar – QA InfoSys” in April 2010

approved and successfully completed, as a result of which 5 new courses were developed at UNMO:

- Faculty of Information Technology
1. **eBusiness Principles**
  2. **Software Engineering**
  3. **Software Development Tools**
  4. **Information System Security and Protection**

Project coordinator and course lecturers: Prof. Safet Krkić, Prof. Dragica Radosav, Prof. Vanja Bevanda, Prof. Nijaz Bajgorić  
Through purchase of contemporary literature, 2 study visits to EU partner institution



Participation of UNMO representatives at the seminar in Sarajevo “Curriculum Development and ECTS Introduction” in September 2005

(University of Llieda, Spain) and printing of attractive scripts, the project team developed two new courses and upgraded two existing courses in line with Bologna Process principles.

“Under present economic and social conditions, the help provided through the CDP+ to academic community is of great importance. This project is a true support for development and advancement of the teaching staff and young researchers as well as for improving the stock of available literature...I especially like the fact that CDP+ supports specific ideas with very good distribution of funds that completely cover all aspects of curriculum improvement. Work on such project, in small teams makes the applicable effects relatively fast as opposed to larger projects that last

too long and the outcome of which is uncertain.”  
**Comment by Prof. Dragica Radosav, Faculty of Information Technologies, CDP+ lecturer**

Faculty of Humanities  
5. **Principles of Theater Practice with Basic Concepts of the Art of Acting**  
Project coordinator and course lecturers: Tanja Miletić-Oručević M.A., Christina Mouratidou, M.A. The purpose of the project was to create a new course for students of a newly formed group for Theatrology and Drama Pedagogy. Through CDP+ and its support measures (literature procurement, script development) this course has become the main practical training course for 1st year students.

2 2006-2007 through Course Development Program +, 3 courses were upgraded and UNMO staff was trained through a couple of seminars and trainings

3 2004-2005 6 courses were developed through the Course Development Program + and more than 20 UNMO staff members participated in 3 capacity-building activities



## 2.3 University Džemal Bijedić in Mostar

"In these times of non-friendly state policy towards education and arts (an unfortunate international phenomenon), the Drama Department of Mostar could not reach the position of funding the appropriate printing of this course's script, not even in a small number of copies. However, that same Drama Department wishes to support and extend the new Drama Pedagogy/ Theatreology circle of studies; therefore, both they and I are grateful for the printing of seventy five copies of the script through the financial support of the CDP+ project. This intervention on behalf of the CDP+ is extremely valuable and appreciated."

*Comment by Tanja Miletić – Oručević M.A., Faculty of Humanities, CDP+ Coordinator*

Within the project Support to Higher Education in BiH 2004 – 2005, a number of seminars



Script developed and printed through CDP+ at the Faculty of Humanities, UNMO

and trainings were held in which UNMO staff, especially CDP+ stakeholders, readily took part:

- eLearning seminar **"Pedagogic ad Didactic Aspects in Transformation of Traditional Contents into Electronic Form"**, Mostar, April 2005;
- Training **"Curriculum Development and ECTS Introduction"**, Sarajevo, September 2005;
- Seminar **"Quality Assurance Systems at BiH Universities"**, Sarajevo, January 2006.

4 WUS Austria launched its Brain Gain Program in 2002 within the larger program Support to Higher Education in BiH in 2002-2004, financed by ADC. BGP today represents one of WUS Austria's most long-lasting projects and UNMO is one of the BiH institutions which has actively "exploited" its benefits. Until today, **35 BGP lectures** have been successful completed at UNMO. Of all the UNMO faculties, Faculty of Humanities remains the most successful and diligent BGP applicant to date, closely followed by the Faculty of Information Technologies. Guest lecturers who were invited through BGP to UNMO came from different universities from all over the world. One BGP lecturer, however, stands out; **Prof. Mustafa Tanović from the New School University in USA came to UNMO 8 times** through the BGP and as of 2010 holds permanent residence in BiH.

"The BGP and the corresponding project supported the development of "Džemal Bijedić" University in Mostar, especially its Faculty for Humanities a lot...

We successfully educated so far more than 120 English Language teachers and more than 55

German teachers in this period...So far three of our students successfully defended their doctoral thesis and three more are doing their research for writing doctoral thesis. Six of our students finished their Master degree papers and got Master degree certificates and six more students are in the process of writing their Master degree papers...The above facts show how valuable was the mentioned generous financial help given by WUS to Faculty of Humanities in Mostar."

*Comment by Prof. Mustafa Tanović, BGP lecturer*

5 Mr. Sanjin Kordić from the Faculty of Humanities used the support provided through WUS Austria-ADC project Course Development Program, within the program Support to Higher Education in BiH in 2002-2004, to develop the course **"Methodology and Practice in Comparative and/or Intercultural History of South-Slavic Literatures"**.

6 2002 was a busy year for UNMO as it participated in several WUS Austria-ADC projects and activities: UNMO staff took advantage of academic mobility projects such as Academic Mobility Grants and Visiting Professors Program, and implemented one of its first Distance Learning Projects. UNMO staff also took part in several seminars which were held in Mostar and Sarajevo:

- Seminar **"Harmonization of Curricula and Transfer to the ECTS System"**
- Seminar **"Efficient Participation of Students, Universities and University Bodies"**
- Seminar **"The Role of Distance Learning in Higher Education"**



Project promotion at UNMO in May 2003

7 In the period 1999-2001, 5 Small Scale Projects (SSP) were carried out at UNMO:

- **"Feasibility Study of Real-life Conditions for Implementation of Projects for Constructing Alternative Energy Sources Using Wind (Wind Turbines) in the City of Mostar"**, Study of Mediterranean Agriculture, Coordinator: Elvir Zlomušića
- **"Mini Copy-Center for the Languages Cathedra"**, Study of Languages, Coordinator: Prof. Elbisa Ustamujić
- **"Student Copy-Room"** targeted at all students of University Džemal Bijedić in Mostar, Coordinator: Elada Hasanagić
- **"Procurement of Geo-mechanical Equipment (Impact Soil Tester)"**, Faculty of Civil Engineering, Coordinator: Prof. Mustafa Selimović

• **"Procurement of Equipment for Education of Students and Teachers"**, Faculty of Civil Engineering, Coordinator: Prof. Mustafa Selimović

8 Under the coordination of Prof. Nurudin Bijedić, 5 faculties of UNMO (Mechanical Engineering, Civil Engineering, Economics, Law and Pedagogical Academy) applied jointly and made use of Centers of Excellence project to the aim of establishing a **Virtual Laboratory – Local Network for Two Classrooms**. In 1999, the Faculty of Mechanical Engineering and Faculty of Civil Engineering teamed up again under the supervision of Prof. Nurudin Bijedić and used the support provided through CEP to **Equip the Department for Physics**.

4 Since 2003 - 35 BGP+ have been successfully implemented!

5 2002 – 2004 1 course was upgraded through Course Development Program

6 In 2002 UNMO realized 5 Academic Mobility Grants, 1 Visiting Professor Program, and 1 Distance Learning Project and took part in several seminars.

7 1999 – 2000 Through the Network Infrastructure Project, optical cables were distributed throughout the UNMO Campus to create a single network; 2 copy centers were established through Small Scale Projects.

8 1997 - 1999 Equipping of UNMO laboratories and departments through Centers of Excellence Project



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## 2.4 University of East Sarajevo

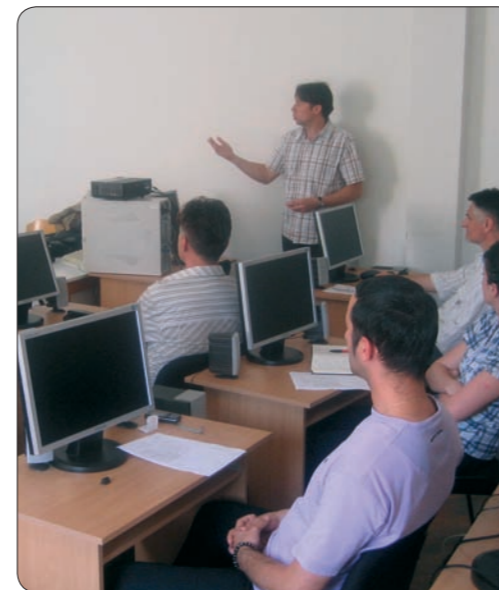
The University of East Sarajevo (UES), established in 1993, is an independent and self-governing institution, consisting of 15 faculties and two academies. UES has over 25 bilateral agreements signed with partner universities at home and abroad. UES is a member of several university networks and international associations: European University Association - EUA, the Network of Central and Eastern European Quality Assurance Agencies in Higher Education, etc.

*“University of East Sarajevo (UES) is an integrated University, very much interested in integration of modern concepts with traditional approach in teaching and learning of students. Today, University has around 17000 students on 40 study programs with approximately 1300 employees. The main focus of interest in the last 10 years was modernization of teaching process in line with Bologna recommendations, implementation of Master and Doctoral studies, introducing research, establishing quality management system and international cooperation. University of East Sarajevo has participated in many TEMPUS and other international projects since 2000 among which WUS Austria projects played a very important role. WUS Austria has been one of the leading organizations in the reform of HE in BiH and also was the first organization, which involved our University in international projects. UES has excellent cooperation and special relations with WUS Austria and we hope that cooperation will be extended in the future. Priorities for UES are to continue with reforms, putting special attention to development of third cycle studies, quality assurance, modernization of curricula and research.”*

*Rector of the University East Sarajevo,  
 Prof. Mitar Novaković*

1 Structural assistance to the development of an internal QA system at UES was provided through the program Strategic and Structural Development of QA in BiH HE in 2008 – 2011, with the financial support of ADC and Principality of Liechtenstein. The program enabled the participation of the **QA Coordinator, Nenad Marković**, at two European QA Forums:

- IV European Quality Assurance Forum **“Creativity and Diversity: Challenges for Quality Assurance beyond 2010”**, Copenhagen Business School, November 2009
- V European Quality Assurance Forum **“Building Bridges: Making sense of QA in European, national and institutional contexts”**, University Claude Bernard Lyon I, November 2010



Instructive workshops - Requirements and Documents of QA System, Faculty of Production and Management in Trebinje, University of East Sarajevo, June 2010

*“The benefits of visiting multiple forums are very important, primarily because of trends of quality assurance prevailing in the EHEA, and their application to the University of East Sarajevo, in order to achieve better and quality functioning. Direct results are related to the implementation of certain activities at the university, and the indirect results are directed to the personnel responsible for quality in all organizational units of the university, in order to create a quality culture across the university.”*

*Feedback by Nenad Marković, QA Coordinator at UES*

Apart from aiding UES in the development and publishing of important documents – **University Strategy and Institutional QA Policy**



Instructive Workshop for Internal Auditors, University of East Sarajevo, December 2010

15+ Years

2008 – 2011  
 Further development of human and institutional capacities for quality management and, most importantly, the establishment of an Institutional Auditing Practice

## 2.4 University of East Sarajevo



Meeting of the QASAP project management team at University of Banja Luka, April 2010

- one of the most significant benefits for the UES is that it enabled them, in cooperation with their partner – University of Banja Luka, to tailor make a sub-project completely aligned with their specific needs and priorities. To that aim UES proposed and implemented the project entitled **“Establishment of Quality Assurance System Auditing Practice at the University of East Sarajevo and University of Banja Luka – QASAP”**

The main aim of the project QASAP was to contribute to the Bologna reform implementation by enhancing the existing QA structures and procedures, especially in the field of internal auditing practices. A number of outcomes and results were reached in the project:

- Internal auditors - staff members at both universities - were trained and officially certified by a Slovenian Institute for Quality (SIQ)
- Institutional procedures for internal auditing were developed and established at both universities

- Numerous policy documents on QA were developed
- Project outcomes and results were widely disseminated within respective university communities

*“General impressions of this project were that it contributed to the reform processes regarding Bologna Principles at the partner Universities connected with existing and functioning of quality assurance (QA). In accordance with the realized project activities, we have established a new system, and developed different documents which will have big contribution to the future activities of universities.”*

*Feedback by University of East Sarajevo*

**2** 6 guest lectures were held at the UES through the ADC-WUS Austria Brain Gain Program (BGP) and all of them took place at the Faculty of Medicine.

*„Our cooperation with WUS Austria through the Brain Gain Program has been going on for the past eight years and during that time we have organized visits of Prof. Dr. Milomir Ninković, Prof. Dr. Nebojša Rajačić and Prof. Dr. Nenad Bukvić. This immensely significant project, funded by the Austrian Development Agency, has opened some new horizons for many young people. Thanks to it we were able to invite renowned experts in genetics, molecular biology and reconstructive and plastic surgery. Numerous contacts have been established, our young researchers gained new experience and we have established cooperation with universities at which our eminent scholars teach.*

*Feedback by Dražen Erić, Faculty of Medicine, University of East Sarajevo*

**3** Within the two ADC- funded programs Support to HE in BiH in 2004 – 2005 and Support to HE in BiH 2005 – 2007, WUS Austria had organized a number of seminars and trainings; their topics were always defined in close cooperation with all the public BiH universities. UES representatives consistently showed great interest in such activities and participated in large numbers in all of them. In the period of three years, the following four seminars and training were held:

- Training **“Curriculum Development and ECTS Introduction”** Sarajevo, September 2005
- Seminar **“Quality Assurance Systems of BiH Universities”**, Sarajevo, January 2006
- Training **“Curriculum Development and ECTS”**, Banja Luka, November 2006
- Seminar **“Course Development and Life-long Learning”**, Sarajevo, February 2007

**4** The establishment of a quality assurance (QA) system at UES was significantly facilitated and pushed forward through a number of projects, one of the first ones being the Structural Development of Quality Assurance in Higher Education 2006 -2008, which was financed by ADC and the Principality of Liechtenstein. It was one of the first international support measures specifically targeted at strengthening internal quality assurance systems across BiH higher education. UES recognized the value of the provided assistance and took full advantage of all the foreseen measures. As a result, the capacities of the University’s central QA unit were vastly enhanced through a number of trainings and knowledge-transfer activities, such as study visits to EU univer-



Seminar “QA at the University of East Sarajevo”, February 2007

sity institutions, participation in European QA Forums and a number of seminars on different topics (e.g. Development of Evaluation Forms, EU Experiences in University Self-Assessment, Introducing of QA, etc). Recognizing that establishment of a QA system requires the individual commitment of all institutional actors, early in the project implementation, the UES organized a seminar **“QA at the University of East Sarajevo”** which gathered more than 50 participants – UES professors, assistants, administrative workers, QA coordinators from other BiH universities, etc.

**5** In the period 2004 – 2007, considerable significance was placed on supporting curricula development at BiH university institutions through Course Development Program Plus (CDP+). UES institutions eagerly accepted the support provided through CDP+, as a result of which **7 courses** had been developed and modernized at four different faculties within UES.



Certificate issued at the Seminar “QA at the University of East Sarajevo”, February 2007

- Courses **“Education of Students and Teachers for Inclusive Education”** and **“Work with Children with Special Needs”** Faculty of Pedagogy, UES

By obtaining contemporary literature and developing new scripts for teachers and student, the project aimed at introducing two new courses, of similar content, but targeted at different stakeholders with the main purpose of adequately training current and future academic staff for state-of-art work in elementary schools.

- Courses **“Dentistry for Medically Compromised Patients”** and **“Basics of Gnathology”**, Faculty of Dentistry, UES

Under the coordination of Prof. Ljubomir Todorović, the project aimed at introducing a new modern course designed to meet the changes in understanding demands of contemporary **“Dentistry for Medically Compromised Patients”**, especially elderly patients, and to stress interrelationships between

**2** Until 2008  
6 guest lectures were successfully held at UES through Brain Gain Program (BGP)

**3** by 2007  
more than 40 UES staff members educated through teacher training activities

**4** 2006  
Start of structural development of UES capacities for internal quality assurance

**5** 2004 - 2007  
6 courses developed and modernized through Course Development Program + (CDP+)

## 2.4 University of East Sarajevo



Digital Pantograph Condylocomp purchased through CDP+ for the Faculty of Dentistry, UES

dentistry and other biomedical sciences. Apart from lectures, each section of the course dealt with a specific problem and encompassed discussion in small groups, centered on the principles of problem-based learning. The course was held in the final year of undergraduate studies, as well as within the postgraduate studies.

“CDP+ represents an important program of support to higher education in countries intending to adjust their study curricula to the Bologna Process. Benefits of taking steps towards the European Higher Education Area are obvious, and programs like the CDP+ should be recommended and welcome.”

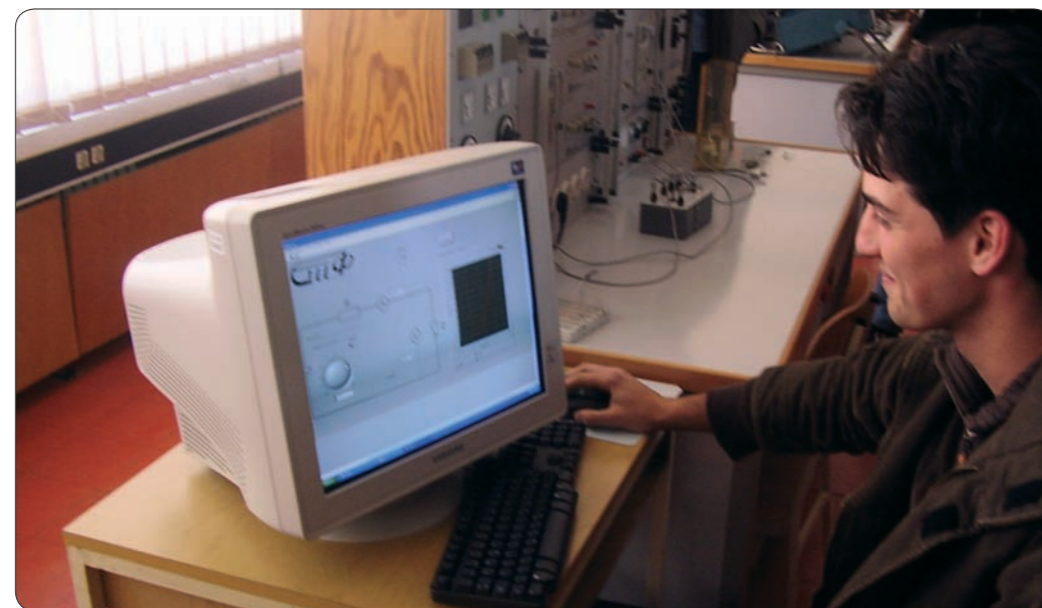
Feedback by Prof. Ljubomir Todorović, CDP+ Coordinator

Under the coordination of dr. Nedeljka Ivković, the CDP+ “Basics of Gnathology” was aimed at improving an existing course through the purchase of much needed equipment and literature. Introducing the digital pantograph

for practical work enabled the visualization of the condylar and mandibular movements and occlusal distance during certain activities. Condylar and mandibular movements were recorded in both healthy individuals and patients with certain signs and symptoms of temporomandibular disorders, and compared afterwards.

• Course “**Problem-Based Learning in Medicine**”, Faculty of Medicine, UES

The project idea centered on introducing new teaching methodology based on the example of the Medical University of Vienna. “PBL in Medicine” introduced a new interactive approach in teaching process where problems related to pathophysiology, physiology, pharmacology, biochemistry and histology were connected to clinical problems from internal medicine,



Electronics Laboratory at the Faculty of Electrical Engineering, University of East Sarajevo

pediatrics, pneumatophysiology, dermatology and neurology. By simulating real life situations, the course gave students the opportunity to think analytically and practically.

• Courses “**Electronics I**” and “**Electronics II**”, Faculty of Electrical Engineering, UES

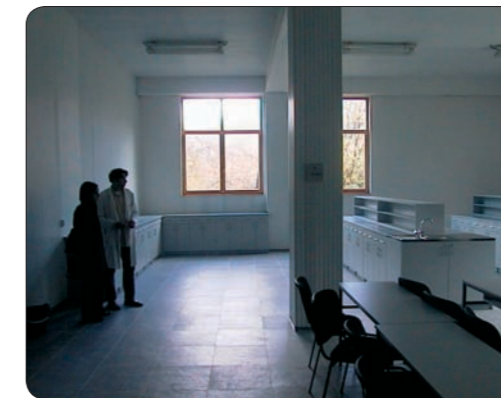
Under the coordination of Prof. Vančo Litovski, the project was directed at equipping and establishing of a modern **Electronics Laboratory** for the purpose of updating the teaching methodology and content of two fundamental courses: “**Electronics I**” and “**Electronics II**”. The Electronics Laboratory at the Faculty of Electrical Engineering, which was equipped with PC workstations and servers, continues to serve its purpose and supports students in gaining practical experience during their studies.

‘For subjects that comprise laboratory work, purchase of equipment is of paramount importance. We are the living proofs of that statement. Fundamentally, new concepts of laboratory work were introduced based on the new equipment provided by WUS Austria. In addition, it led to a new way of laboratory work organization, not to mention the influence it had on the rest of the colleagues who accepted new views and achievements.’

Feedback by Prof. Vančo Litovski, Faculty of Electrical Engineering, CDP+ Coordinator

6 During its long history of supporting higher education in BiH, WUS Austria has frequently and continually cooperated with the Medical Faculty, University of East Sarajevo. One of the first ADC-funded projects at the Medical faculty was a CEP, coordinated by dr. Siniša Ristić, which was aimed at equipping an “**Experimental Laboratory for Physiology**”.

7 Under the coordination of Prof. Danimir Mandić, the Faculty of Philosophy was equipped with a “**System for Interactive Distance Learning**” through a Centers of Excellence Project (CEP) which was aimed at creating the preconditions for more advanced and continual education of both students and teaching staff. At the same time, UES staff took advantage of academic mobility opportunities provided through ADC-WUS Austria projects at the time, participating in **3 AMG** (Academic Mobility Grants), **1 VPP** (Visiting Professor Program) and **2 Academic Travel Support Programs**.



“Experimental Laboratory for Physiology” developed through CEP at the Medical faculty of UES



Equipment purchased through CEP “Experimental Laboratory for Physiology”

6 2003 Start of infrastructural development of the Medical faculty through ADC-WUS Austria projects

7 2001- 2002 Equipping of UES facilities with interactive teaching equipment through Centers of Excellence Project (CEP) and supporting academic mobility and development of UES staff



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### 2.5 University of Mostar

The University of Mostar (SVEMO) consists of 9 faculties (Faculty of Agronomy, Faculty of Economics, Faculty of Civil Engineering, Faculty of Medicine, Faculty of Health Sciences, Faculty of Philosophy and Humanities, Faculty of Natural Sciences and Mathematics, Faculty of Law, and Faculty of Mechanical Engineering and Computer Engineering) and the Academy of Fine Arts. Today, over 16.000 students study at SVEMO. The educational process is conducted through more than 60 study groups at the undergraduate and 30 groups at the graduate and postgraduate level. SVEMO is internationally oriented and its intention is to become fully integrated into the European Higher Education Area.

*“The University of Mostar has actively participated in the last 15 years in almost all projects for higher education implemented by WUS Austria and financed by the Austrian Development Cooperation (ADC). Through these projects,*

*SVEMO, along with other public universities in BiH, was given the opportunity to include a larger number of teachers and administrative staff, as well as students, in the process of adapting HEIs to the Bologna principles. Through study visits to selected universities from the EU, workshops with EU consultants and the like, SVEMO has gained knowledge on how to restructure the universities of the EU in accordance with the Bologna principles, and on the challenges and the positive aspects of this process, thereby lifting the level of its own performance and quickening its own adaptation and development.*

*It is through the projects funded by ADC, and coordinated by WUS Austria, that SVEMO established the University’s Office for Quality Assurance and started the process of establishing an institutional quality assurance system (QAS). Through these projects, an entire series of processes was initiated in order to establish internal mechanisms for quality assurance (QA) - from the development of guidelines, manuals, to QA policies and strategies - all of which significantly strengthened the QAS at SVEMO. In addition, SVEMO has built an information system for QA, as a final stage in establishing a QAS.*

*Truly all of us from SVEMO are pleased to have participated in the projects coordinated by WUS Austria and financed by ADC. On the importance of ADC’s contribution to the development of HE in BiH, all public HEIs including SVEMO, can only speak of with praise. We are sincerely grateful to ADC and WUS Austria for all the help and support they have provided to SVEMO, as well as to other public HEIs in BiH.”*

**Rector of the University of Mostar, Prof. Vlado Majstorović**



Press clip of the official contract signing for the project “Development of Information System for Quality Assurance - DISQA” in Mostar, April 2010

1 Within WUS Austria’s project Strategic and Structural Development of QA in BiH HE 2008-2011, financed by ADC and the Government of Liechtenstein, SVEMO and the University of Zenica implemented their joint project “**Development of Information System for Quality Assurance - DISQA**”. The overall objective of the project was to further develop quality



Equipment purchased through DISQA project

assurance systems at SVEMO and the University of Zenica through the establishment of an information system for quality assurance, which will be based on agreed key performance indicators. The project aimed at giving support to the development of processes, procedures, systems and structures of quality assurance which would initiate and establish quality of higher education offered to students. Apart from the development of documents such as “Requirements of the ISQA” and “Creating an Architecture and Design of ISQA”, the project also foresaw the procurement of IT equipment and development of software for ISQA. Furthermore, a number of capacity building seminar and workshops were organized within the project. The benefit of the project realization was multiple for all users of the quality (external and internal) assurance system, both at SVEMO and the University of Zenica. The direct benefit from introduction of information technology in the quality assurance system had the following stakeholders: management of the universities and faculties, quality assurance boards of the universities and faculties, students, academic staff and administrative staff.

2 Since 2007, representatives of SVEMO have participated in 3 **European Quality Assurance Forums** (EQAF), organized within WUS Austria’s projects Structural Development of Quality Assurance in Higher Education 2006-2008 and Strategic and Structural Development of Quality Assurance in BiH HE 2008-2011:

- 2nd European Quality Assurance Forum-From November 15 – 17 2007, European University Association, in cooperation with European Association for Quality Assurance in Higher



2011 SVEMO, in cooperation with the University of Zenica, developed an internal information system for quality assurance based on joint key performance indicators

by 2010 Representatives of SVEMO participated in 3 European Quality Assurance Forums

## 2.5 University of Mostar



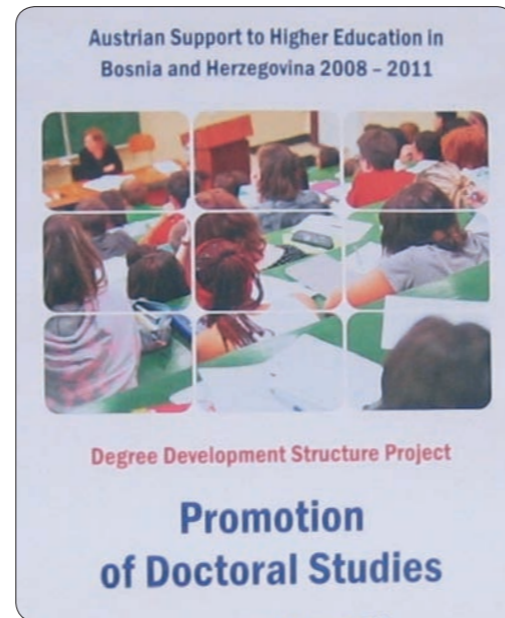
2nd EQAF at University of Rome, La Sapienza, November 2007

Education - ENQA, European Association of Institutions in Higher Education - EURASHE, European Students' Union - ESU, and European Commission organized the 2nd QA Forum, entitled **"Implementing and Using Quality Assurance: Strategy and Practice"** at University of Rome, La Sapienza. The Forum was attended by SVEMO QA Coordinator at the time, Jadranko Batista.

• 4th European Quality Assurance Forum was held at the Copenhagen Business School from November 19 – 21, 2009. The IV QA Forum was organized by the 4 Es: EUA, ENQA, EURASHE, and ESU and funded by the European Commission. The theme of the IV QA Forum was **"Creativity and Diversity: Challenges for quality assurance beyond 2010"**. The main goal of this event was to provide a

discussion forum centered on how current internal and external quality assurance approaches take account of institutional diversity and support creativity and innovative practices in higher education. The Forum was attended by Marijana Bandić Glavaš from SVEMO.

• 5th European Quality Assurance Forum was hosted by University Claude Bernard Lyon I, France on 18-20 November 2010. The theme of the V QA Forum was **"Building Bridges: Making sense of QA in European, national and institutional contexts"**. The main purpose of the event was to foster a dialogue on quality assurance that bridges national boundaries and leads to a truly European discussion on QA in higher education (notably through the Bologna process higher education reforms), and to create a common European understand-



Seminar "Promotion of Doctoral Studies" poster

ing of QA through a dialogue among different stakeholder groups. SVEMO representative Marijana Bandić Glavaš attended the Forum.

3 On March 11 – 12, 2010 a seminar on the topic **"Promotion of Doctoral Studies"** was held in Mostar. The seminar was the second seminar organized within the Degree Development Structure (DDS) project, which was implemented within the program Austrian Support to HE in BiH 2008-2011, financed by ADC. The main aim of the seminar was promotion of the doctoral education among BiH academic community, and it focused on emphasizing and discussing the importance of the 3rd cycle studies and quality assurance in new-style doctoral studies, since high quality doctoral education is key to strengthening research



Seminar "Promotion of Doctoral Studies" in Mostar, March 2010

capacities and competitiveness of each country. The main seminar topics covered and the invited lecturers were as follows: **Presentation of third cycle doctoral studies "PhD in ICT" at the Faculty of Electrical Engineering, University of Banja Luka and Doctoral education at the University of Paderborn, Germany** by dipl. oec. Ahmet Mehić, Scientific Associate at the University of Paderborn, **Introduction to the latest trends in 3rd cycle studies in Europe** by dr. Lucas Zinner, Head of the Center for Doctoral Studies, University of Vienna, **Doctoral education at the University of Manchester**, Great Britain by dr. Maria Nedeva, Senior Lecturer, Manchester Business School, University of Manchester, **Doctoral education at the University of Graz, Austria** by MMag. Regina Ressler, Deputy Head of Department for Educational and Student

Services, University of Graz, **Doctoral education at the University of Alicante**, Spain by Prof. Covadonga Ordonez Garcia, Administrative Manager of the Language Center of the University of Alicante, **Quality Assurance in Doctoral Studies** by dr. Maria Nedeva, Senior Lecturer, Manchester Business School, University of Manchester and **Linking of HE and economy-related to the third cycle** by MMag. Reinhard Millner, Teaching and Research Associate, Non-profit Management Group, Department for Management, Vienna University of Economics and Business. The seminar was open to the wider academic community in BiH, and was attended by over 70 participants. WUS Austria prepared a questionnaire to assess satisfaction of the seminar participants in terms of the seminar organization, topics and lecturers.

## 2.5 University of Mostar

The questionnaire results showed that all the participants expressed their sincere satisfaction with the overall organization of the seminar.

**4** Within ADC-WUS Austria Brain Gain Program (BGP) and Brain Gain Program Plus (BGP+), a number of courses had been held by Prof. Reuben Eldar from 2002 until 2007. **Professor Eldar, a guest lecturer from the Loevestein Hospital in Raanana, Israel** frequently held lectures at the Faculty of Medicine at SVEMO on the topic **“Medical Care”**. According to the students’ evaluation, the lectures were found successful, relevant to their needs and the teaching method of the lecturer relatively new.

*“The aim of the course was to present the organization of medical care, the rational diagnosis and treatment of diseases and injuries, the scientific and contemporary aspects of various clinical settings as well as the steps necessary for the improvement of quality of care and safety of patients cared for in such settings. Educational activities consisted of interactive lectures, discussions, workshops, seminars and exercises. Students were well motivated and interested, enjoyed these activities and benefited from them. I hope that they will assume the roles of agents of change and strive to apply the principles and practice learned.”*

*Reuben Eldar, Chief of Unit at Loevestein Hospital for Medical Rehabilitation in Raanana, Israel; BGP Guest Lecturer at SVEMO*

**5** Within the project Structural Development of QA in HE 2006-2008, implemented by WUS Austria and financed by ADC and Liechtenstein Government, SVEMO developed an attractive and succinct guidebook for quality assurance, entitled **“Guide through Quality Assurance”**, dealing with institutional structures and policies as well as trends in EU higher education. Some of the highlighted topics are: definitions of QA notions and institutions, standards and guidelines in internal and external quality assurance, systems of quality assurance and promotion at SVEMO, etc. The peer review of the QA guidelines, conducted by EU expert, Prof. Jože Balič from University of Maribor was very positive.

*“The model of quality assurance at the University of Mostar is well structured and oriented at common EU values, rules and practice in this field. Guidebook gives all members of academic community very good help and many advise on how to implement this system. From all this it is clear that University of Mostar is establishing a good concept of quality assurance and that this would contribute to better performance in an accreditation process. This all leads to satisfied users, high levels of confidence, good practice and improving of operations. The University will move towards common EU practice in this field.”*

*Feedback by prof. Jože Balič, University of Maribor*

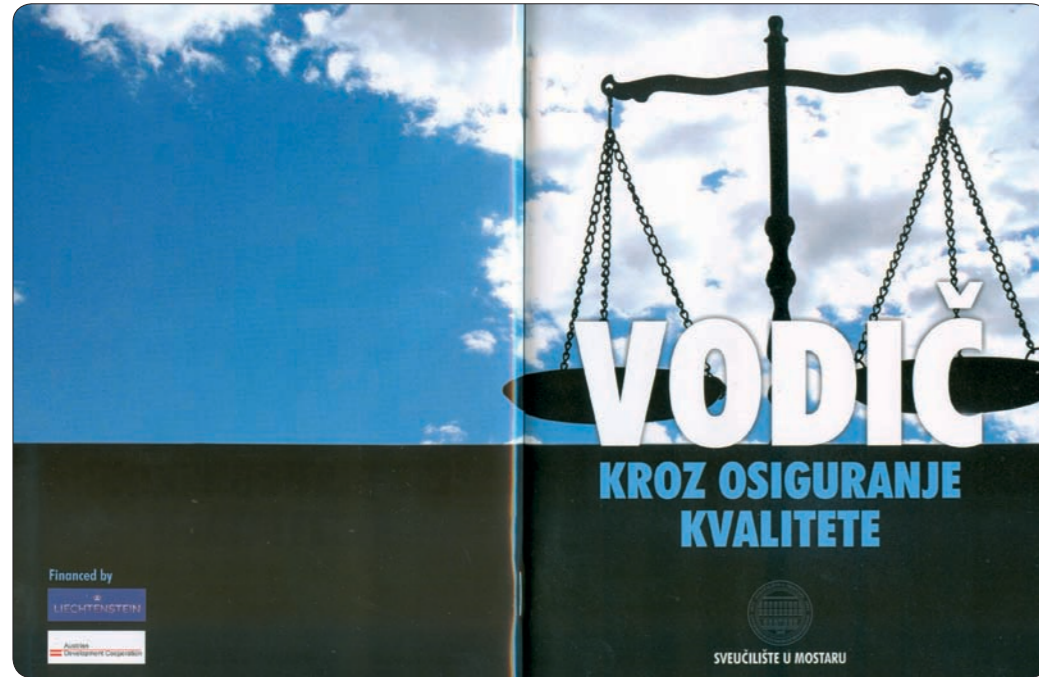
**6** Within the project Support to HE in BiH 2004-2005 a seminar on the topic of “eLearning” was held at SVEMO on April 19 2005. A lecture addressing the issue of eEducation

particularly drew the attention of professors and students of this University.

According to processed seminar evaluation, the lecture held by dr. Matjaž Debevc, from the University in Maribor on the topic - **“Pedagogic and Didactic Aspects in Transformation of Traditional Contents into Electronic Form”** was found most favorable by the participants. Furthermore, the seminar was attended by 66 participants, who, according to evaluation results, judged the seminar as very successful.

**7** Within the project Support to HE in BiH 2001-2002, a CEP entitled **“Start-up of the Lab for Microbiology for Undergraduate and Postgraduate Student Needs”** was successfully implemented at the Faculty of Medicine at SVEMO.

The coordinator of the project was Prof. Filip Čulo, Dean of Faculty of Medicine. The project aimed at introducing quick grading and evaluation of written exams (tests) of medical students and other faculties by using the optical reader, as well as introducing quality control through student questionnaires.



SVEMO's QA Guidelines "Guide through Quality Assurance"



Dr. Matjaž Debevc at the eLearning seminar in Mostar, April 2005

**4** 2002 – 2007 Course on “Medical Care” held by Professor Reuben Eldar at the Faculty of Medicine within BGP and BGP+

**5** 2006 – 2008 SVEMO developed and published its “Guide through Quality Assurance”

**6** April 2005 eLearning seminar held in Mostar

**7** 2001 - 2002 A CEP successfully implemented at the Faculty of Medicine, SVEMO



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### 2.6 University of Sarajevo

The University of Sarajevo (UNSA) is the largest and oldest higher education institution in BiH. It consists of 23 faculties and academies where more than 1,300 teachers and assistants and cc 1,000 non-academic staff are currently employed. In the academic year 2008/2009, more than 40,000 students were enrolled at

UNSA. The primary aim of UNSA's current activities is to raise the quality of its study programs and to create a modern university with European perspectives which will be recognized as a respectable representative of BiH on the international level and a promoter of traditional, historical, cultural, scientific and artistic values from this part of the world.

*"The importance of the support which the University of Sarajevo and higher education in BiH in general have received through various projects financed by ADC is especially evident if one takes into account the global economic and social context in which the University had found itself in the last 12 years. The lack of institutional capacities needed for the recovery and further development of higher education in various aspects (scholarships for students and teachers, mobility support, printing of books and textbooks, laboratory equipment, and alike) was replaced by the continuity of these projects. In addition, some of the areas of higher education reform, such as the development of the quality assurance system, have experienced their institutionalization at BiH universities through joint participation of all public universities."*

**Rector of the University of Sarajevo, Prof. Faruk Čaklovića**



Celebrating 10 years of BCC at the Rectorate of UNSA

**1** Since the year 2000, more than 1,000 excellent students from 12 countries of the region have participated in the Balkan Case Challenge (BCC), taking advantage of this unique opportunity to put their theoretical knowledge into practice and present themselves to an academic jury board and potential employers. On February 12, 2010, WUS Austria celebrated **"10 years of BCC"** at the Rectorate of UNSA. This was an opportunity to thank all the alumni, trainers, judges, partners, representatives of the academic community and all other significant stakeholders relevant to the BCC community for being a part of the BCC tradition. The event was attended by over 50 participants.

**2** Within ADC-WUS Austria program Austrian Support to BiH Higher Education in 2008-2011, more specifically, through the component Degree Development Structure (DDS), **2 labor market relevant study programs** were developed at UNSA in cooperation with EU universities:

- **"Master in Quality Management in Health Care"** at the School of Economics and Business in Sarajevo in cooperation with the Medical University of Vienna;
- **"Master in Food Analysis"** at the Faculty of Agriculture and Food Sciences, UNSA, in cooperation with the Graz University of Technology and University of Vienna.

15+ Years

**1** In February 2010 Celebrating the 10 years of Balkan Case Challenge (BCC) at the Rectorate of UNSA

**2** 2008 – 2011 Degree Development Structure (DDS): 2 study programs developed at the School of Economics and Business and Faculty of Agriculture and Food Sciences, UNSA



## 2.6 University of Sarajevo

In the development of the degree programs and its courses, the grantees were supported through several measures, such as teacher training activities, literature and equipment purchase, study trips, guest lectures, etc.

3 Within ADC-WUS Austria programs Support to HE in BiH 2004 – 2005 and Support to HE in BiH 2005 – 2007, two courses, successfully developed through CDP+, have been highlighted:

Faculty of Veterinary Medicine

• Course **“Basics of Laboratory Techniques and Laboratory Animals”**, Coordinator: Prof. Mehmed Muminović

Through purchase of contemporary literature, production of a modern script and purchase of 30 new cages for rats, covers and bottles, the project aimed at introducing students to basic laboratory techniques used during the preparation of laboratory animals for experiments, types of laboratory animals, their rearing, diseases and therapies, as well as the importance of animals in experimental research and pre-clinical testing of drugs. This module was envisaged as a precondition for creating future employment opportunities at institutions and laboratories where work is being done with laboratory animals.

Faculty of Medicine

• Course **“Human Physiology II”**, Coordinator: Prof. Emina Nakaš-Ićindić

Through the purchase of equipment - **Biopac Student Laboratory System** which gave the students the opportunity to get acquainted with important procedures in medical practice and diagnostics, the project aimed at modernizing the curricula and teaching methodology at the Medical faculty of UNSA. Official recognition of the project's success was given at the CDP+ Awarding Ceremony in November 2007 whereby the development of the course “Human Physiology II” was awarded as the **Best CDP+ in 2005-2007**.



Presentation of project experiences within the DDS “Master in Food Analysis” at the Faculty of Agriculture and Food Sciences in Sarajevo in April 2010



Purchased equipment at the Faculty of Veterinary Medicine, UNSA



Project coordinator, Prof. Emina Nakaš-Ićindić, awarded the certificate “Best CDP+ in 2005/2007” for the course “Human Physiology II” (Sarajevo, November 2007)

4 Within the program Support to HE in BiH 2002-2004, out of 11 CEP application submitted by UNSA, one CEP has been singled out as a success story due to its innovativeness and wider impacts. The CEP entitled **“GENLAB – Educational Laboratory for Molecular Biology, Genetic Engineering and Biotechnology”** was successfully implemented at the **Institute for Genetic Engineering and Biotechnology** at UNSA under the coordination of dr. Kasim Bajrović. The project aimed at establishing a solid educational basis in practical aspects of molecular biology and biotechnology, and resulted in the following: promotion of research in the field molecular biology, establishment of necessary conditions for engaged scientists from BiH working abroad, and improvement of research conditions for



GENLAB at the Institute for Genetic Engineering and Biotechnology, UNSA

realization of practical under- and post-graduate studies for students from several faculties at UNSA.

5 In 2002 WUS Austria, with the financial support of ADC, launched its **Brain Gain Program**. The idea for the project originated in the BiH academic community; more specifically it was initiated by UNSA and its Rector at the time, Prof. Boris Tihi, who recognized the need of opening up the higher education sector in South-East Europe by inviting emigrated academics from the region to deliver courses which were not available at universities in BiH. Since then, **over a 100 BGP guest lectures** have been held at the different faculties of UNSA.

3 2004 – 2007  
2 courses successfully developed at the Faculty of Veterinary Medicine and Faculty of Medicine through Course Development Program Plus (CDP+)

4 2002- 2004  
Success story: Infrastructural development of the Institute for Genetic Engineering and Biotechnology through Centers of Excellence Project (CEP)

5 2001 – 2002  
Inception of the project idea for Brain Gain Program (BGP) at UNSA

6 In March 2000  
Academic Cooperation Center for Sarajevo Students (ACCESS) opened!

2004 – 2007  
2 courses successfully developed at the Faculty of Veterinary Medicine and Faculty of Medicine through Course Development Program Plus (CDP+)

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## 2.6 University of Sarajevo



Location of the future ACCESS center before renovation

**6** In March 2000, the **Academic Cooperation Center for Sarajevo Students (ACCESS)** started its activities. The Center was located in the building renovated with the support of the Austrian Federal Chancellery and Hope '87 in the UNSA campus. ACCESS consisted of a **Counseling and Information Center**, which advised students and academics on opportunities of academic cooperation, exchange possibilities, scholarship schemes, academic events, etc., an **Internet Café** which served as a meeting place, but also gave online access to all the information sources on the Internet, and a **copy center** which assured cheap copying services to students. On the upper floor, there was a **library and reading room** with international literature and magazines, as well

as internet access for work in a quieter environment. ACCESS also offered **academic and cultural activities**, such as scientific workshops and seminars, as well as concerts, exhibitions, book presentations, etc.

**7** Within ADC-WUS Austria's Excellent Students Program (ESP) 1999 -2000, **136 excellent students** from different faculties of UNSA were granted yearly scholarships. The selection criteria were based on study success and achievements, relevance of studies for the reconstruction of higher education and sciences in BiH, as well as the social situation of the applicants. Students disabled in the war who were doing well in their studies despite difficult



ACCESS center after renovation

circumstances were given preference in the selection process.

**8** Within WUS Austria's project Academic Travel Support (ATS) 1999 - 2000, financed by the Austrian Federal Chancellery, **151 professors, teaching assistants and students** from different faculties of UNSA were provided with financial support for the purpose of participating in international scientific events abroad, such as international and student congresses, workshops, annual meetings, etc. Funds provided through this program covered their accommodation and travel costs, as well as registration fees.



Press clip of Interlink computer center at UNSA

**9** Through the program Support for University Network (SUN), organized by WUS Austria and the Interlink Center, and financed by the Austrian Chancellery, individual faculties of UNSA which were willing to join the academic-cooperation network were provided with **internet connection**. This provided a useful and long-term investment to the network infrastructure of UNSA.

**10** In May 1997, WUS Austria, with the financial help of the Austrian Federal Chancellery, launched its project **WUS Interlink, a Computer Center** located in the rooms of the Austrian library in Sarajevo which was made accessible to all the students and teaching

staff members of UNSA. The computer center consisted of PCs, modems and other technical equipment and it linked the UNSA Rectorate and the Faculty of Law to the internet, thus setting the first foundations for the UNSA network. Moreover, WUS Austria, with the funds provided by the Austrian Federal Chancellery, regularly financed computer and internet courses. As a result, the faculties and students were offered new possibilities to establish international contacts with other universities and NGOs, as well as access to databases useful for teaching and research.

**11** In October 1994, the National Committee of WUS Austria, with the support of the Austrian Federal Chancellery and the European Commission, founded and opened the **WUS Austria office in Sarajevo**, Bosnia and Herzegovina. This was the beginning of a successful cooperation during the time of war, when WUS Austria helped academics in BiH reestablish normal academic structures by giving them financial and material support.



WUS Austria Sarajevo office plate

**7** 1999 – 2000  
Excellent Students Program: 136 students from UNSA granted scholarships

**8** 1999 – 2000  
Academic Travel Support Program: 151 professors, assistants and students from UNSA received financial support to participate in international scientific events abroad

**9** 1999  
Support for University Network Program (SUN) at UNSA

**10** In May 1997  
WUS Interlink: Computer and Internet Center opened at UNSA=> start of computer and internet courses

**11** In October 1994  
WUS Austria office opened in Sarajevo!



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 Web: www.untz.ba



## 2.7 University of Tuzla

The University of Tuzla (UNTZ) consists of 13 faculties (Academy of Drama, Faculty of Law, Faculty of Education and Rehabilitation, Faculty of Economics, Faculty of Electrical Engineering, Faculty of Mechanical Engineering, Faculty of Medicine, Faculty of Mining, Geology and Civil Engineering, Faculty of Science, Faculty of Technology, Faculty of

Philosophy, Faculty of Pharmacy, and Faculty of Sport and Physical Education) and 44 departments. Approximately 18,000 students currently study at UNTZ. Around 500 teachers and associates are employed at UNTZ and 237 teachers and associates as outside collaborators are participating in the teaching and scientific processes.



Official contract signing for the project "Information System for Support of Internal Quality Assurance at the Universities of Tuzla and "Džemal Bijedić" in Mostar", April 2010

1 Within WUS Austria's project Strategic and Structural Development of QA in BiH HE 2008-2011, financed by ADC and the Government of Liechtenstein, UNTZ and the "Džemal Bijedić" University of Mostar applied for project funds with their joint proposal "Information System for Support of Internal Quality Assurance at the Universities of Tuzla and "Džemal Bijedić" of Mostar".

The project aimed at the creation of an efficient information system for internal quality assurance at the UNTZ and "Džemal Bijedić" University of Mostar, in order to establish a unique system of collecting quality parameters, increase the level of accessibility of relevant

data for all users in the process, and establish a unique database that would function as a system for monitoring parameters at UNTZ and "Džemal Bijedić" University of Mostar.

"The project was very well designed and implemented in accordance with desirable effects that had to be achieved. QA indicators and parameters are very important to HEIs because they are the main information tools for creating corrections and taking directions in developing HEIs and making them work in optimal conditions. In that way of thinking and in the modern age of IT communication technologies accessibility to electronic data in desired time has a key role in making crucial decisions.

## 2.7 University of Tuzla

Universities are no different from other big companies except that their main products are educated people."

*General Impressions about the project, Prof. Suad Kasapović, Project Coordinator, University of Tuzla*

**2** Representatives of UNTZ actively took part in a number of study visits to EU institutions organized within projects implemented by WUS Austria and financed by ADC. One such study visit, organized within the project Structural Development of QA in HE 2006 – 2008, took place at the **University of College Cork**, from October 22- 24 2007. Apart from two representatives of UNTZ, dr. Edin Delić, QA Coordinator and Amir Tokić, Dean of Faculty of Electrical Engineering, representatives of the University Mostar and University of Zenica also took part in the mentioned visit. According to evaluation results, the quality of the study visit was judged as very successful by the participants.

Another study visit took place at the **University of Alicante** on June 1-3 2009, within the project *Strategic and Structural Development of QA in BiH HE 2008-2011*. Three member of the Strategy Development Team (STD) from UNTZ took part in the study visit: dr. Edin Delić, Zehrudin Osmančević and Safet Kozarević. The purpose of the mentioned visit was to experience advanced European systems of quality management and strategy development. The received questionnaire results demonstrate that all the participants judged the visit as very successful.

"...It was very interesting to understand the process of the licensing at the universities in the Spain. During every meeting we had the opportunity to ask our hosts many questions which were of special interest to our project. We also used our visit to see remarkable resources of the university campus which is one of the nicest in Spain."

*Report on the study visit to the University of Alicante, Prof. Edin Delić, Quality Assurance Office, University of Tuzla*

**3** Within WUS Austria's Brain Gain Program (BGP), implemented within the project



Study visit to University of College Cork by representatives of University of Tuzla, University of Mostar and University of Zenica

Support to HE in BiH 2005 – 2007 and financed by ADC, a number of lectures were held by **Prof. Ahmed Kovačević** at UNTZ. Prof. Kovačević, as a guest lecturer from the City University London, School of Engineering and Mathematical Sciences, held a number of courses on **"CAD and CAM Systems for Students of Manufacturing Department"** at the Faculty of Mechanical Engineering.

**4** Within the project Support to HE in BiH 2005-2007, out of 12 applications received from the UNTZ and 6 successfully implemented CDP+ at UNTZ, the course **"Voice Disorders"**, coordinated by **Nevzeta Salihović**,

**PhD at the Faculty of Education and Rehabilitation**, was awarded the **2nd Best Course**. The Awarding Ceremony took place on November 30 2007 at ACCESS Center. The Ceremony was also an opportunity for CDP+ coordinators to gather once again and to exchange experiences.

*'I am very satisfied with the results of the project. During the project I have learned a lot (especially due to the new literature) and I was stimulated to think in a different, progressive and optimistic way.'*

*Comment by the Project coordinator, prof. Nevzeta Salihović, Faculty of Education and Rehabilitation, University of Tuzla*

**5** The seminar **"Quality Assurance at University of Tuzla"** was successfully held on January 26 2007. The main purpose of the seminar was to introduce the wider academic community with the principles, procedures and activities of quality assurance in higher education. Three lecturers / speakers from UNTZ and one EU expert were engaged in the seminar: prof. Džemo Tufekčić, Rector, dr. Edin Delić, QA coordinator, Enes Osmančević, MSc, and Dr. Patricia Georgieva from the National Evaluation and Accreditation Agency in Sofia, Bulgaria. The seminar was attended by over 65 participants, out of which 95% judged the seminar as successful.

**6** Within the project Support to Higher Education in BiH 2004-2005, out of 2 successfully implemented CDP+ projects at UNTZ, the project 115/TZ/04 **"Surface Mine Planning**



H.E. Werner Almhofer, Austrian Ambassador to BiH Prof. Nevzeta Salihović, and WUS Austria team at the CDP+ Awarding Ceremony, November 2007



Info desk for the QA seminar at the University of Tuzla

**2 2007 - 2009**

Representatives of UNTZ visited the University of Alicante and the University of College Cork

**3 2005 – 2007**

Course on "CAD and CAM Systems" held by Professor Ahmed Kovačević at the Faculty Mechanical Engineering within BGP

**4 November 2007**

CDP+ "Voice Disorder" successfully developed at the Faculty of Education and Rehabilitation – awarded the 2nd best course

**5 January 2007**

Seminar "Quality Assurance at University of Tuzla" – 65 participants, 95% satisfied with the seminar quality



Project 115/TZ/04 awarded the best CDP+ of 2004/2005

and Design; Mining Survey”, implemented at the Faculty of Mining, Geology and Civil Engineering, received the highest overall score and was thus awarded the **best CDP+ of 2004/2005**.

The aim of the project was to modify two courses studied at the Mining Department in line with European standards. Both courses were designed as the combination of lectures and practical works, with associated credit distribution. Furthermore, 12 latest scientific publications were purchased, 2 scripts developed into official textbooks and sophisticated equipment acquired. With the support of the Austrian Federal Ministry of Foreign Affairs provided through CDP+, financial support by the University of Bologna and by a micro credit organization from Tuzla, the project grantees founded an **Educational Resource Center for Satellite Technologies** at the University of Tuzla.

“CDP+ is an extremely valuable program, not only for curriculum development, but for higher education in Bosnia and Herzegovina as well.

This competitive process enables all lecturers to apply for projects and improve their own courses.”...“WUS Austria is, to my knowledge, the only organization in BiH that directly supports the development of universities. Good approach is that WUS offers a range of projects for which many teachers and students can apply.”

*Comment by the CDP+ Project coordinator, prof. Tihomir Knežiček, Faculty of Mining, Geology and Civil Engineering, University of Tuzla*

7 Within the project *Support to Higher Education in 2002-2004*, **2 CEPs** were successfully implemented at UNTZ:



Equipment purchased through CEP for the Faculty of Mechanical Engineering, University of Tuzla

Faculty of Mechanical Engineering  
**“Laboratory for manufacturing systems and robotics”**

Coordinator: Prof. Džemo Tufekčić  
 Equipment purchased: SCORBOT – ER4u robot package, SCORBASE license, Robocell for SCORBOT ER 4u and 2u, Teach pendant for Controller USB, Conveyor belt, 24 Vdc, DC Servo motor kit for workcell applications, VeeFlex machine vision system, openCIM Off – line software

Faculty of Medicine  
**“Purchase of microscopes for teaching process in histology”**

Coordinator: Prof. Zlata Žigić

Equipment purchased: microscope E400, Coolpix 4500, Epson EMP-51 projector, laptop ASUS L3500, stereological nets

8 In April 2002, University of Tuzla submitted a project proposal for the establishment of the **University Center for Distance Education Development (UCDED)** within the Distance Learning Program, implemented by WUS Austria and financed by ADC. The project proposal was selected as the best proposal.

Within the project, which was finalized in October 2002, the Center was equipped with high-technology equipment needed for



Equipment purchased through CEP for the Faculty of Medicine, University of Tuzla

several segments in the process of development and delivering of eLearning content (eLearning system, video production equipment and tools, video server, web server, etc.) and for videoconferencing. Furthermore, project teams from the Faculty of Economics, Faculty of Electrical Engineering and Faculty of Mechanical Engineering were educated and trained in designing the electronic learning content. Today, more than 100 students use Learning sCubes on regular basis, accessing the eLearning content (online lectures, online tests, streaming video content, etc.), and more and more teachers are developing new eLearning content for their students.



University Center for Distance Education Development in Tuzla

6 2004 – 2005 Project “Surface Mine Planning and Design” awarded the best CDP+ of 2004/2005

7 2004 2 CEPs successfully implemented at the Faculty of Medicine and Faculty of Mechanical Engineering

8 April 2002 Distance Learning Program: University Center for Distance Education Development (UCDED) opened



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### 2.8 University of Zenica

The University of Zenica (UNZE) consists of 7 faculties and a number of scientific institutions such as the Institute of Metallurgy, Institute for Mechanical Engineering, Center for Social Studies and Inter-religious projects, Innovation and Entrepreneurship Center etc. Approximately 5,500 students currently study at UNZE. UNZE employs more than 500 professors, assistants and non-academic staff member

*“In the year marking the anniversary of WUS Austria work in BiH, on behalf of the staff and students of the University of Zenica (UNZE) I would like to express my gratitude to the staff of WUS, ADA program and the Government of Austria who have been behind the whole “good story”. Namely, the UNZE, as the youngest public university in BiH has been a part of the*

*whole “WUS-BiH story” for the the shortest time, but the previous 6-7 years of our cooperation with WUS are sufficient to say that this is the most successful part of the project story we have been a part of. As a member of the University of Sarajevo, two of our technical faculties and the Faculty of Education had been partners of WUS before 2004, but true cooperation started after 2004 with the establishment of the UNZE in its full capacity. Here we will not mention all the projects one by one because there is no need or time for that. We will focus only on what we consider the quality aspects of the cooperation between WUS and UNZE, and this is primarily the utmost respect for academic freedom and responsibility that WUS has shown throughout all its activities for each university in BiH, and also for us at the UNZE. Unlike many other projects and activities in BiH led by foreign partners and organizations, WUS, its Austrian partners and donors have always placed responsibility for creation and implementation of the project on the higher education institutions in BiH as key stakeholders that created the project proposals/tasks, participated in the implementation, dissemination, trainings, practical trainings, seminars, etc. with the aim of providing the best benefits for their institutions... And all of this has taken place in this short period of time that shall be remembered as the period of true cooperation between Austria and its organizations with academic institutions in BiH. The UNZE is pleased to have been a part of that success story and we would like to use this opportunity to wish WUS many years of successful work in BiH and the region, and to thank the Government and people of Austria for their help and genuine concern for the academic sector in BiH.”*

**Rector of the University of Zenica,  
 Prof. Sabahudin Ekinović**

**1** Within WUS Austria’s project *Strategic and Structural Development of QA in BiH HE in 2008 – 2011*, financed by ADC and Principality of Liechtenstein, UNZE and University of Mostar applied for project funds with their joint proposal **“Development of Information System for Quality Assurance - DISQA”**.

The project resulted in numerous positive outcomes and advancements of QA systems at both universities. The project aimed at the establishment of an information system for QA (ISQA), based on agreed key performance indicators (KPI), and the further development of processes, procedures and structures for internal QA. UNZE and University of Mostar developed and adopted a common set of KPIs which are to be regularly tracked at both universities. A number of documents were prepared, such as “Requirements of the ISQA” and “Creating an Architecture and Design of ISQA”. Development of ISQA required the procurement of IT equipment and development of software; software for ISQA was tested and Guidelines



Official contract signing for the project “Development of Information System for Quality Assurance - DISQA” in Mostar in March 2009



Equipment purchased through the project DISQA and installed at University of Zenica

for its usage were disseminated among respective university communities. The project also foresaw a number of capacity building activities such as seminars and trainings on various topics: Key indicators in QA, training the users of ISQA, role of IS in QA procedures and role of IS in university governance. Seminars targeted at university management were focused on exploring the significance of ISQA for management processes, especially for **institutional strategic planning** and its cooperation with responsible government bodies, most notably HEA BiH.

**2** UNZE actively took part in seminars, study visits, forums which were offered through various WUS Austria-ADC projects.

15+ Years

**1** 2011 UNZE, in cooperation with University of Mostar, developed an internal information system for quality assurance based on joint key performance indicators

**2** by 2010 UNZE participated in numerous seminars, study visits and trainings offered through WUS Austria-ADC projects

## 2.8 University of Zenica

### SEMINARS:

- Three UNZE representatives participated in the seminar **“Development of II and III Cycle Degree Programs”** which was held at University of Banja Luka in March 2009;
- Six UNZE participants participated in the seminar **“Promotion of Doctoral Studies”** held in Mostar in March 2010.

### STUDY VISIT

- UNZE Vice-rector, Prof. Darko Petković and QA Manager, Mr. Ibrahim Plančić, conducted a study visit to **La Sapienza University in Rome, Italy**, in June 2009 to the aim of experiencing advanced European systems of quality management and strategy development. Feedback by UNZE beneficiaries:



UNZE QA Manager, Mr. Ibrahim Plančić, at the V EQAF at University of Lyon in November 2010

„[La Sapienza University of Rome represents] an exceptional organizational model of a higher education institution with the highest student numbers in Europe (cca 146 000) thus showing that even huge higher education organizations can be integrated if there is enough knowledge, strength, will and vision to do so “

### FORUMS

The QA Manager at UNZE, Mr. Ibrahim Plančić, participated in the following European QA Forums:

- Fourth European Quality Assurance Forum **“Creativity and Diversity: Challenges for Quality Assurance beyond 2010”** (Copenhagen Business School, November 19 – 21, 2009)
- Fifth European Quality Assurance Forum



Covers of the Strategy developed by University of Zenica

**“Building Bridges: Making sense of QA in European, national and institutional contexts”** (University of Lyon, November 18-20, 2010)

3 The **UNZE Strategy Development Team** formulated its **university strategy** taking into account the results of the self-evaluation it had undertaken earlier. The published strategy papers outlined the university’s short- and medium-term goals as well as action plans aimed at achieving the set goals.

In order to ensure sustainability of QA systems and procedures in BiH higher education, UNZE developed and published its **Institutional Policy on Quality Assurance**.

4 Seminar **„Quality Assurance at University of Zenica“** was successfully held on March 30, 2007. Three experts were engaged in the seminar: prof. Slavko Dolinšek (University of Kopar), Ms. Karmen Kern Pipan (Ministry of Higher Education, Science and Technology, Slovenia) and Mr. Aleksander Janeš (University of Kopar), who delivered presentations on **Internal and External Evaluation, the ROSE Methodology** and **the EFQM Excellence Model**.

5 In May 2006, WUS Austria launched its project Structural Development of Quality Assurance in Higher Education 2006-2008 financed by ADC and Principality of Liechtenstein. Support to UNZE was primarily directed at establishing and strengthening the **University Center for QA** and at training the **University QA Manager, Ibrahim Plančić** through numerous capacity building activities such as:

• **Study visit to University College Cork, Ireland, in October 2007.** The UCC staff, headed by Prof. Norma Ryan, Director of Quality Promotion Unit, welcomed the UNZE delegation, **Vice-rector, Prof. Darko Petković and QA Manager, Mr. Ibrahim Plančić**, and generously shared their experience in managing and promoting quality at UCC.

• Development of QA Guidelines for UNZE entitled **„Quality in Higher Education: Challenges and Dilemmas?!“** The book was welcomed and highly praised by three reviewers, one of which, **Prof. Christopher Moss, University of Marburg**, said the following: *“This book should be essential reading for universities in Bosna and Hercegovina but also in the region. I shall certainly use it for advising universi-*

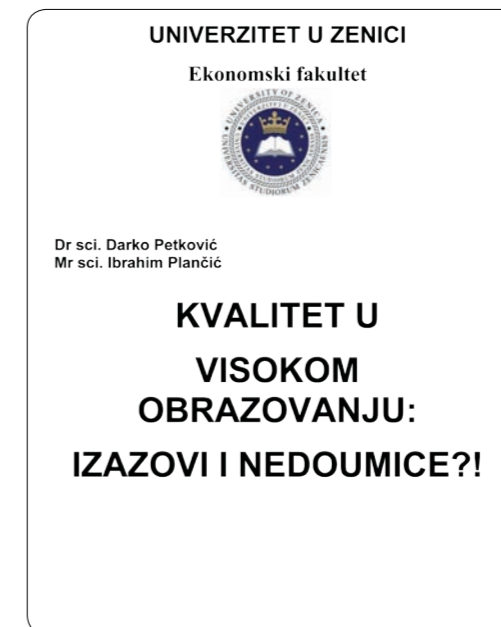


Study visit by UNZE representatives to University College Cork, October 2007



Certificate of participation issued after QA seminar at University of Zenica, March 30, 2007

*ties in the course of my work as a Bologna Expert. This lucid presentation should be made available in English and other languages to reach a wider audience. It has the making of a standard work.”*



UNZE’s QA Guidelines „Quality in Higher Education: Challenges and Dilemmas?!“

3 2009

UNZE developed and published its University Strategy and institutional QA Policy

4 March 2007

Seminar “Quality Assurance at University of Zenica” – 85 participants, 95% satisfied with the seminar quality

5 2006

Start of institutional capacity building for quality assurance – QA center opened, QA staff trained, QA procedures developed

## 2.8 University of Zenica

- Participation of QA Manager in the **2nd European Quality Assurance Forum “Implementing and Using Quality Assurance: Strategy and Practice”** which was organized by the European University Association, in cooperation with ENQA, EURASHE and ESU at La Sapienza University of Rome from November 15 – 17 2007.

- Participation of UNZE representatives in the **seminar held at University of Girona “EU Experience in University Self-assessment”**, December 12-14 2007.

The aim was to introduce the BiH QA coordinators and university managers to the process of implementing university self-evaluations as



Equipment purchased through CDP+ for the Faculty of Pedagogy, University of Zenica

they are realized at University of Girona and University of Graz.

**6** Within the project Support to Higher Education in BiH 2005 – 2007, out of 5 applications for CDP+ received from UNZE, 2 were approved and successfully completed, as a result of which 4 new courses were developed at UNZE:

Faculty of Pedagogy

- Applicative software**
- Programming for Internet**
- Procedural Programming**

(Coordinator: Samir Lemeš, Equipment purchased: 2 PC servers and UPS, 20 PC worksta-



Newspaper article on the Contracting Ceremony at the Austrian Embassy for the Progam Support to HE in BiH 2005-2007

tions, LCD Beamer, UA4 Laser Printer, 20 power surges, Structured cabling of Ethernet Local Area Network)

Faculty of Mechanical Engineering

**Metrology**

(Coordinator: Nermina Zaimović -Uzunović)

**7** The seminar **“Quality Assurance Systems at BiH Universities”**, organized by WUS Austria within its ADC-funded project Support to Higher Education in BiH in 2004-2005, represented one of the first initiatives of its kind; to a certain point, it opened the topic of establishing and strengthening internal



Presentation delivered by UNZE Vice-rector, Prof. Darko Petković at QA Seminar in Sarajevo in January 2006

quality assurance (QA) systems at all public universities in BiH. To the aim contextualizing the seminar topic and presenting the specific needs and problems of BiH higher education, the **Vice-rector for Science, Development and International Relations at University of Zenica, prof. Darko Petković**, contributed to the seminar content by delivering a presentation **“Developing a Quality Management System at University Level”**.

**8** In 2000, University of Zenica was founded by the General Assembly of Zenica-Doboj Canton; UNZE officially commenced its work as an independent public university in Sep-



Centers of Excellence project at Faculty of Metallurgy and Material in Zenica, 2002-2004

tember 2004. Before 2004, UNZE operated as an integral part of University of Sarajevo and, as such, took part in projects implemented by WUS Austria and financed by ADC. An example of a successful project was a CEP implemented at the Faculty of Metallurgy and Materials in the period 2002-2004, under the title **“A Step Forward into the World of Technology and Science for 21st Century”** (Coordinator: Prof. Asim Karić).

**6** 2006 – 2007

4 CDP+ courses were successfully developed at the Faculty of Pedagogy and Faculty of Mechanical Engineering

**7** January 2006

UNZE contributed to and participated in the seminar “Quality Assurance Systems at BiH Universities”

**8** 2004

UNZE officially started operating as an independent public university. Before 2004, UNZE participated within WUS Austria-ADC projects as an integral part of University of Sarajevo

UNZE contributed to and participated in the seminar “Quality Assurance Systems at BiH Universities”



### 3. Conclusion: Summing Up the Years

After more than 15 years of cooperation with the Austrian Development Agency and working together on a common vision of improving higher education in BiH, we can conclude that the future of higher education in BiH is not disputable. The future is based on those who turn their ideas into action and new visions, as well as those who are not burdened by the difficult everyday political situation in BiH. We were fortunate to have had the opportunity to work with those diligent, inspired and enthusiastic individuals in the academic community in BiH.

Due to the fact that the higher education in the prewar period was at a high level, when our professors and students were welcomed all over the world, but that BiH higher education institutions lost a lot of their infrastructure and human capacities during the war, the financial and project support in the last 15+ years corresponded to the particular needs of the higher education institutions in BiH. It is important to emphasize that the true dedication and recognition of priorities by ADC formed the basis for continuing processes, development of new projects, new systems and contacts, as well as for responding to the needs of the BiH society.

We wish to thank the Austrian Development Agency, as well as all the partner universities in BiH, our WUS Austria staff and our office in Graz for their every-day support, and last but not least we wish to thank all WUS Austria's friends, members of the academic community in BiH, who have been the wind in our sails and without whom our work would be without purpose.



Dino Mujkić, MSc,  
WUS Austria Regional Manager in BiH

#### WUS AUSTRIA WORK IN NUMBERS

##### SCHOLARSHIPS

Students	267
Postgraduates Student Grants (PSG)	168
Doctoral Studies Support (DSS)	35

##### FACULTY INFRASTRUCTURE

Centers of Excellence Projects (CEP)	45
Networking Infrastructure Program (NIP)	12
Support to Small Projects (SSP)	58
Support to University Network Program (SUN)	10

##### CURRICULUM DEVELOPMENT

Course Development Program (CDP & CDP+)	85
Degree Development Structure (DDS)	4

##### STRATEGY DEVELOPMENT

University strategies	7
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##### MOBILITY

Academic Mobility Grant (AMG)	207
Brain Gain Program (BGP & BGP+)	214
Academic Travel Support (ATS)	241
Visiting Professors Program (VPP)	62

##### NEW TEACHING METHODOLOGY

eContent Projects	13
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##### STRUCTURAL MEASURES

eLearning Task Force	2
eLearning centers	7
QA centers	8
QA university policies and guidelines	8
Specific QA measures at universities	6

##### MISCELLANEOUS

BCC Sub-competition participants	400
Courses, trainings and seminars	44

### 3. Conclusion: Summing Up the Years

#### OVERVIEW OF ADC-WUS AUSTRIA SEMINARS, TRAININGS, AND CONFERENCES

TITLE OF THE EVENT	DATE	PLACE
Balkan Case Challenge Finale 2002	21.11.-24.11.2002	Sarajevo
Distance Learning Seminar at University of Tuzla	25.10.2003	Tuzla
Balkan Case Challenge Finale 2004	05.12.-08.12.2003	Sarajevo
Distance Learning Seminar at University of Sarajevo	28.01.2004	Sarajevo
Distance Learning Seminar at University of Mostar	06.02.2004	Mostar
Balkan Case Challenge Subcompetition 2005	26.11.-28.11.2004	Sarajevo
eLearning Task Force Meeting	27.12.2004	Tuzla
Elearning Seminar at University of Banja Luka	18.04.2005	Banja Luka
Elearning Seminar at University of Mostar	19.04.2005	Mostar
Elearning Seminar at University of Sarajevo	20.04.2005	Sarajevo
Elearning Seminar at University of Tuzla	21.04.2005	Tuzla
Balkan Case Challenge Finale 2005	06.05.-09.05.2005	Sarajevo
CDP: Curriculum Development and ECTS Introduction	21.9.23.9.2005	Sarajevo
Quality Assurance System at BiH Universities	25.01.26.01.2006	Sarajevo
Balkan Case Challenge Subcompetition 2006	03.03.-06.03.2006	Sarajevo
eLearning-eContent: Train the eContent Developers	27.04.-28.04.2006	Sarajevo
eLearning-eContent: Train the eContent Developers	11.05.-12.05.2006	Banja Luka
eLearning-eContent: Train the eContent Developers	15.06.16.06.2006	Mostar
Quality Assurance at University of Bihac	19.06.-20.06.2006	Bihac
Quality Assurance at University of Banja Luka	06.07.-07.07.2006	Banja Luka
Quality Assurance at University of Mostar	14.09.-15.09.2006	Mostar
Quality Assurance at University Dzemal Bijedic in Mostar	16.09.-17.09.2006	Mostar

TITLE OF THE EVENT	DATE	PLACE
Seminar: eContent Production	20.10.-21.10.2006	Tuzla
CDP+: Curriculum Development and ECTS Seminar	21.11.-22.11.2006	Banja Luka
Quality Assurance at University of Tuzla	25.01-26.01.2007	Tuzla
Course Development and Lifelong Learning	14.02.-16.02.2007	Sarajevo
Quality Assurance at University of East Sarajevo	22.02.2007	East Sarajevo
Quality Assurance at University of Sarajevo	23.02.2007	Sarajevo
Balkan Case Challenge Subcompetition 2007	16.03.-19.03.2007	Sarajevo
Quality Assurance at University of Tuzla	28.03.-29.03.2007	Zenica
eLearning Task Force Meeting	01.06.2007	Sarajevo
eLearning Meeting at University of Mostar	01.10.2007	Mostar
eLearning Meeting at University of Bihac	2.10.2007	Bihac
eLearning Meeting at University of Tuzla	4.10.2007	Tuzla
eLearning Meeting at University Dzemal Bijedic in Mostar	16.10.2007	Mostar
eLearning Meeting at University of Sarajevo	06.12.2007	Sarajevo
eLearning Meeting at University of East Sarajevo	24.12.2007	East Sarajevo
eLearning Meeting at University of Zenica	24.12.2007	Zenica
eLearning Meeting at University of Banja Luka	26.12.2007	Banja Luka
QA System on HE Institution at BiH	03.04.-04.04.2008	Sarajevo
Balkan Case Challenge Subcompetition 2008	19.04.-20.04.2008	Sarajevo
DDS: Development of 2nd and 3rd Cycle of Degree Program	12.03.2009	Banja Luka
DDS: Promotion of Doctoral Education	11-12.03.2010	Mostar

<b>ADA</b>	Austrian Development Agency
<b>ADC</b>	Austrian Development Cooperation
<b>B/C/S</b>	Bosnian/Croatian/Serbian
<b>BiH</b>	Bosnia and Herzegovina
<b>EHEA</b>	European Higher Education Area
<b>HE</b>	Higher Education
<b>HEA</b>	Agency for Higher Education Development and Quality Assurance
<b>HEI</b>	Higher Education Institution
<b>SEE</b>	South-East Europe
<b>WUS Austria</b>	World University Service Austria

**15+** Years

**OF SUPPORT TO BOSNIAN & HERZEGOVINIAN**

**HIGHER EDUCATION THROUGH**

**ADC - WUS AUSTRIA COLLABORATION**

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