



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

Report – 2.5.

Work package	Title
2	DEVELOPMENT INTERNATIONALISATION STRATEGY AND RECOGNITION MODEL
Activity	Title
2.5	Comparative analysis of developed key documents

In Mostar, from 13.06.2017. – 16.06.2017. the project's 2.5. activity "Comparative analysis of developed key documents" was realized. The meeting was organized in cooperation of two public universities from Mostar, University of Mostar and University Dzemal Bijedic of Mostar. 15 project partners attended to the meeting, only representatives of Buckinghamshire New University wasn't participated.

First day of the meeting was organized at the University of Mostar in the capacities of Faculty of Civil Engineering. The meeting was attended by 34 participants: University of Banja Luka – Biljana Antunovic, Jelena Rozic, Petar Maric, University of Bihac – Amela Colic, Alma Bosnic, University Dzemal Bijedic Mostar – Maja Kazazic, Sanda Jelin Kajan, Alim Abazovic, University of East Sarajevo – Dejan Bokonjic, Nenad Markovic, University of Mostar – Ljerka Ostojic, Izabela Dankic, Ivo Karacic, Monija Malesevic, Ana Dujmovic, Dragan Gabric, Inja Boban, University of Sarajevo – Aleksandra Nikolic, University of Tuzla – Meliha Hrustic, Zoran Iličković, Merima Barakovic, University of Zenica – Malik Cabaravdic, Darko Petkovic, Mirza Oruc, Centre for Information and Recognition of Qualifications – Dzenan Omanovic, Ministry of Education and culture of Republika Srpska – Ana Komljenovic, Federal Ministry of Education and Science – Angela Petrovic, Sanela Kuko, Higher Education Accreditation Agency of Republika Srpska – Duska Radmanovic, Agency for Development of Higher Education and Quality Assurance – Marina Cicovic, Dalibor Ateljevic, KU Leuven – Geert De Lepeleer, Politecnico do Porto – Monica Vieira, Carla Carneiro.

Meeting was officially opened by rector of the University of Mostar prof. dr Ljerka Ostojic with introductory and welcomed words with a review of int'l and recognition as the most important processes in the future for universities. Representative of the project coordinator Geert De Lepeleer welcomed participants and emphasis his satisfaction with the realization of all project activities. Representative of the project sub-coordinator prof. dr Dejan Bokonjic greeted participants, thanked to host on the organization of the meeting and presented agenda for two days without any deviations from the first agenda proposal.

Nenad Markovic presented where we are now with the realization activities from the 1st and 2nd year. He pointed out that most of activities from the 1st project year realized but only 4 activities not: development strategy int'l for all BH universities, Internal quality control and monitoring reports for the 1st project year – KU, Bucks, Ministry RS, Dissemination through design and distribution of promotional materials (postponed in the 2nd project year after changing of annexes for subcontracting by all partners), and financial and administrative management of all project activities (some partners haven't submitted documentation for staff cost for 1st project year yet). Development of int'l strategy and indicators is predicted in 2nd project year also, but the most important thing is that these int'l strategies should be finished before submitting internal quality reports at all public universities and in the same time

adopted by Senate of universities until the end of 2017. Internal quality reports are not finished by only 3 institutions for the 1st project year: KU Leuven, Buckinghamshire New University and Ministry of education and culture RS. All annexes for subcontracting are changed by all partners because a lot of different subcontracts were planned in the project application and all these planned subcontracts would take some time for the realization. Annexes for subcontracts are changed in the direction that all subcontracts will be coordinated and managed by the project coordinator in accordance with motivation letter and real needs.

Situation with 2nd project year is also presented even this 2nd year is ongoing project year. Regarding WP2 this meeting is related to activity 2.5 and only strategy and indicators for int'l should be finished. The plan for finalization of these strategies and indicators are September of 2017, mainly before writing internal reports for 2nd project year. Regarding WP3, procurement of equipment is in progress. Agreement was made among all public universities and sent on signing. During this meeting 4 universities signed this agreement about common procurement: UNSA, UES, UNMO, SVEMO. 24 agreements were given to University of Zenica on signing, after UNZE these signed contract will be sent to UNTZ, then UNBI and to UBL. After signing each public university will get per 3 examples and procurement will officially start. Development of rulebook and int'l guide will be finished until the end of 2017. In October from 17-21 the third training will be held in London Uxbridge, campus of Buckinghamshire New University. Activities from WP4 will start officially from this meeting and will be finished before March 2018. Activities from WP6 will continue on the same way as we did in the first project year. WP7 is almost the same as activities realized in the 1st project year with one exception and that is starting with the activity 7.10 internal dissemination. Activities from WP8 are related on holding consortium meeting in Zenica in November 2017, and on the financial and administrative project activities.

After these introductory presentations, presentation of survey results conducted by all B&H universities is presented together with comparative analysis among all universities. Three different surveys are presented 1. Survey conducted among students of all public universities about int'l, 2. Survey conducted among management of all public faculties, academies and universities about int'l and 3. Survey conducted about recognition of qualifications among secretaries and general secretaries of all public universities, faculties and academies. All universities were compared in accordance with received responses. In all these surveys total number of students responses was 2822 (from 8 public universities), total number of universities' management responses (rector, vice rectors, deans and vice deans) - 161, and number of general secretaries and secretaries of all public faculties and academies of 8 public universities - 95. The most important thing is that all public universities, their faculties and academies were participated in these surveys. Also ministries (FMON and MPKRS) made 4

different reports, and agencies made 3 different reports. Detail analyses were given in the presentation which is published on the project web page under Events category.

EU analysis of BH internationalization and EU analysis of BH recognition of qualifications was done by EU partners in the project: KU Leuven, Politecnico do Porto and Buckinghamshire New University. Firstly, Monica Vieira as representative of Politecnico do Porto presented comparison of SWOT analysis for internationalization among all BH public universities. After, comparison of SWOT analysis for recognition of qualification was presented. These comparative analyses represent ideal situation to see the best and the weakest points which should be used for improving the situation at public universities using identified opportunities and avoiding threats. These 2 comparative analyses are published on the project web page under category events.

Geert De Lepeleer presented SWOT analyses for the internationalization and recognition of qualifications for BH higher education which were defined aims in the project application of STINT. These SWOT analyses showed where BH higher education is in the context of int'l and recognition of qualifications (strengths and weaknesses) and what can be done and improved in existing systems of higher education presented in Federation of B&H and Republika Srpska. These SWOT analyses were done in accordance with SWOT analyses of all public universities in B&H for int'l and for recognition of qualifications separately, and in accordance with reports done by ministries of education in Federation B&H and Republika Srpska.

After coffee break, a press conference is held by local radio and television stations. Statements for the television and radio were given by project coordinator Geert De Lepeleer and by sub-coordinator prof. Dejan Bokonjic. The video clip is available on the web <http://prvi.tv/tv/link/skup-predstavnika-javnih-sveucilista-i-univerziteta-u-bih/3476>

All public universities presented current situation with strategies for int'l and indicators. After all presentations which are available on the project web page some conclusions can be made: most strategies for int'l of universities will be constituent part of the overall institution strategy; all universities did SWOT analyses; all universities have strategic goals and indicators; some universities made targets, budgets, activities, terms and action plans.

Table 1. Comparative analysis of strategies for int'l on day 14.06.2017.

Institution	SWOT	Strategic goals	Operat. Goals	Measures/ Indicators	Targets	Activities	Terms	Action plan
UBL	+	+	+	+				
UNBI	+	+		Not finished				
UNMO	+	+		+		+	+	+
UES	+	+	+	+	+	+		+
SVEMO	+	+	+	+	+	+		+
UNSA	+	+		+				
UNTZ	+	+		+				
UNZE	+	+		+		+		+

This comparative analysis showed that universities used different approaches in developing strategy for int'l but all universities used same elements the consortium agreed during consortium meeting in High Wycombe in December 2016. UNBI, UBL and UES will only do separate strategies, and other universities will do strategy for int'l as constituent part of the overall strategy of the institution in the form of strategic goals and measures. Presenters were: UBL – Jelena Rožić, UNBI – Amela Čolić, UNMO – Alim Abazović, UES – Dejan Bokonjić, SVEMO – Izabela Dankić, UNSA – Aleksandra Nikolić, UNTZ – Meliha Hrustić, UNZE – Mirza Oruč.

After lunch which is organized by the University of Mostar the work is continued.

Prof. dr Dejan Bokonjić presented work package 4 which is related on the realization of pilot activities for internationalization. He emphasized that realization of these activities are very important for the future sustainability of activities developed within this project. Presentation is available at the project website.

Nenad Marković presented pilot activities plan, participating universities and possible pilot activities. Strictly, activities from strategies for int'l must be selected as pilot activities. It is agreed and it is in accordance with the project application that 4 activities should be selected by each university. First version of template for pilot activities is presented and after presentation all participants were divided into three groups. Each group had tasks to revise template and to propose pilot activity and practically to test it in pilot template. On that way, corrected and better version of template will be provided and pilot activity will become much more familiar and understandable.

On behalf of first working group Jelena Rožić presented impressions on pilot activity template and explain why this first group selected pilot activity “writing int'l projects”. They submitted lot improvements and suggestions on pilot activity template, very reasonable. Also other 2 working groups submitted also lot suggestions and improvements on pilot activity template so general conclusion is that pilot activity template will be improved and new version will be done on basis suggestions of all three working groups. On behalf second working group Monija Malešević

presented pilot activity “developing brochure for incoming mobilities”. On behalf of third working group Mirza Oruč presented pilot activity “developing rulebook about mobility staff and students”. General conclusion is that pilot activity template will be revised and that all participants understood expectations of realization activities within this WP.

Second day of the meeting was organized at the University Dzemal Bijedic in Mostar. Rector prof. dr Sead Pasic greeted all participants and expressed its satisfaction with the organization of the meeting at UNMO. The second day of the meeting was attended by: University of Banja Luka – Biljana Antunovic, Jelena Rozic, Petar Maric, University of Bihac – Amela Colic, Alma Bosnic, University Dzemal Bijedic Mostar – Maja Kazazic, Sanda Jelin Kajan, Alim Abazovic, University of East Sarajevo – Dejan Bokonjic, Nenad Markovic, University of Mostar – Monija Malesevic, Ana Dujmovic, Dragan Gabric, University of Sarajevo – Aleksandra Nikolic, University of Tuzla – Meliha Hrustic, Zoran Iličković, Merima Barakovic, University of Zenica – Malik Cabaravdic, Darko Petkovic, Mirza Oruc, Centre for Information and Recognition of Qualifications – Dzenan Omanovic, Ministry of Education and culture of Republika Srpska – Ana Komljenovic, Higher Education Accreditation Agency of Republika Srpska – Duska Radmanovic, Agency for Development of Higher Education and Quality Assurance – Marina Cicovic, Dalibor Ateljevic, KU Leuven – Geert De Lepeleer, Politecnico do Porto – Monica Vieira, Carla Carneiro. One group of professors from Politecnico do Porto (6 of them) participated to the second day of the meeting within the Erasmus + program – ICM. All of them were introduced to participants and the opportunity for better networking was used for the future cooperation.

At the beginning of the day European partners were assigned to BH public universities as mentors for the realization of pilot activities. Their role will be in monitoring and visiting BH public universities during the period of realization of the pilot activities. Mentors will be obliged to do report about monitoring of the realization pilot activities. Politecnico do Porto will be mentor for University of Mostar, University Dzemal Bijedic of Mostar, University of Banja Luka and University of Bihac, and KU Leuven will be mentor for University of Sarajevo, University of East Sarajevo, University of Zenica and University of Tuzla. Visiting will be done at the beginning of the next year.

Prof. dr Darko Petković, UNZE, presented interested presentation about international rankings. He spoke about reasons for ranking, about definition of ranking, ranking methodologies, global rankings, Berlin principles on ranking of higher education institutions, case studies in the region WBC, webometrics, web presence, metrics, weighting model, advantages and shortcomings of rankings, bad practices. This presentation was very important because ranking is within int'l, its constituent part. Only list where BH universities can go on the ranking is webometrics. Other lists are very difficult for reaching. From the other side, this presentation showed to all BH

universities what we should do and what don't if we want to be int'l recognized and attractable.

Marina Cicovic, HEA, presented new criteria for accreditation of higher education institutions in B&H. Firstly, Marina started with short history about criteria for accreditation, she explained different phases of creation criteria, and emphasized new criteria for accreditation of higher education institutions adopted in November 2016 and criteria for accreditation of study programs are adopted in February 2017. Marina presented all specific criteria for institutions and for study programs with special focus on int'l and recognition of mechanisms that is new thing and certain impact of the STINT project.

After coffee break press conference is held. Statements for the radio and television were given by the project coordinator Geert De Lepeleer and by Vice-rector Maja Kazazić. Also join picture was made in front of the Faculty of Economics of the UNMO.

Nenad Markovic was presented from the STINT web page activity 7.10. It is about Internal dissemination of the project and internationalization and recognition of qualifications in generally. Nenad Markovic showed what some universities did until now regarding dissemination, number of held meetings, and other types of dissemination. Final conclusion about this activity after a lot of discussions is that each university should organize practical workshops or trainings at home institution and to educate minimum 100 persons (academic staff, administrative staff, students, wider community). Themes which can be presented are possibility of participation in the mobility programs, projects, int'l curricula, networking, int'l models, int'l ethics and values, intellectual property, funds, etc. Special participants list should be filled by educated participants as proof, together with pictures. All this should be published at the project web page. Presentation by UNBI is published at the project web page as good example of dissemination at one university. In the presentation dissemination was oriented on the articles at the home institutions web page, IRO Facebook page, newsletter of QA office in March 2016, organized workshop, Cantonal TV clip, Newspaper texts.

Revised dissemination and sustainability plan is also presented and published at the project web page.

As a good way of dissemination of the project prof. dr Maja Kazazić presented a work paper "Increasing the quality of education through improvement of internationalization and process of the recognition of qualifications at the Dzemal Bijedic University of Mostar". This paper is presented at the International conference on education (MICE 2017) at UNMO Faculty of Education.

Geert De Lepeleer informed all participants that financial resources are distributed to all public universities for the procurement of equipment and books (15.000,00 EUR for each university).

Procurement of equipment will be done in accordance with Rulebook about joint tendering procedure for all 8 universities with UES as central procurement organ. First thing, agreement about joint tendering signed by all rectors will be signed very soon by all rectors and distributed to all universities in three examples. After signing agreement, commission for joint tender will be formed on the basis of decision by rectors and public tender can start ASAP. All universities will have to do decision about appointment a member for commission and its replacement. Universities which selected procurement of books, they will do that in accordance with its specification and in accordance with institutional rules. Books will be procured for UES, UBL, UNBI and SVEMO.

Selection of appropriate printing house is done during the meeting. Firstly, all offers collected by all public universities were presented. Nobody promised that any offer will come later after public presentation of all offers. Offers were sent by Print Art Zenica (10.440,00 KM), IC Mostar (7.472,00 KM), Gamaprint&design East Sarajevo (7.510,00 KM), DD Fojnica (6.358,00 KM), Obrt Bigraf Bihać (5.850,00 KM), Kopikomerc East Sarajevo (5.685,00 KM) and Grafomark Laktaši (4.939,00 KM). All participants agreed that the lowest offer is sent by Grafomark Laktaši, and this printing house is selected as the most favorable bidder. KU Leuven will make agreement with this organization in the amount of 2.484 EUR, and that means that first amount sent by Grafomark will be reduced for 41,27 EUR with reduction of some materials on the amount predicted by the project application 2.484,00 EUR.

Project coordinator informed all participants that Quality Policy Statements are signed and delivered by almost all participants except UNZE, FMON, IPP and Bucks, provided that IPP and Bucks need to have original version for signing.

It is agreed that creation of internal quality reports will be done by all partners until 15 October.

External visit will be done in third week of November 2017 and external visit will be done at the end of November.

After lunch break dated for the 3rd trainings were agreed. Training will be held at London Uxbridge, campus of Buckinghamshire New University from 17-21 October 2017, 5 days. 2 representatives will be selected from public BH universities and only 1 representative from other BH partners.

Related financial issues project coordinator Geert De Lepeleer mentioned to all project participants that is very important for all partners to submit all documentation on time in order to distribute all documentation to central services in KU Leuven because of complex communication system. Also, all partners reminded to submit staff costs for the first project year. Once more, it is emphasized that the whole procedure is done in accordance with signed partnership agreements between project coordinator and all partners.

At the end of the meeting it is agreed that next consortium meeting will be held in Zenica at the end of November when the external visit report will be presented.

Table 1. To do list

Activity	Term	Responsible Partners
Recognition model. Is it presented at universities? Any improvements? http://stint-project.net/pages/publications-project	Continuous	BH universities
Improve visibility of home web pages about internationalisation (see University of Belgrade, Zagreb, Novi Sad, Sarajevo, Banja Luka, etc.)	Continuous	BH universities
Submit all necessary documents (IMR, F1) to the project coordinator! If you don't have any, please request from Nenad Markovic.	ASAP	Partners financed over individual accounts
Participant list for Internal dissemination should be signed as a proof together with pictures from the meeting. Participant list should be sent to all universities.	ASAP	BH universities
New template for pilot activities send to all universities	ASAP	BH universities
Quality Policy Statement should be submitted signed to KU Leuven by Federal Ministry of Education and Science and by University of Zenica	ASAP	FMON and UNZE
Internal quality reports for 1st project year should be sent in word document via mail on Qaofficeuis@gmail.com . Examples are placed on link http://stint-project.net/pages/publications-project	ASAP	KU, Bucks, Ministry RS
Publish interim report on the project web page	ASAP	UES
Payment of plane ticket of Borko Sorajić (CIP) to Zepter Passport	ASAP	CIP
Fill the questionnaire about satisfaction of held meeting in Mostar 13-16. June 2017 via link http://rc2.etf.unssa.rs.ba/ls/index.php/595483/lang-en	End of July 2017.	All presented partners
Publish news on the home web page about meeting in Mostar 13-16. June 2017. and send link/s to Nenad Markovic	End of July 2017.	All presented partners
All universities will get three examples of signed agreement about joint procurement procedure for procurement of equipment	End of July 2017.	BH universities
Making agreement with Grafomark Laktaši for printing dissemination material	Middle of August 2017.	KU Leuven
Making agreement with Kompeks East Sarajevo for the project web page	Middle of August 2017.	KU Leuven

(design and maintenance)		
Each university should send to University of East Sarajevo via post office and via scanned version on Qaofficeuis@gmail.com Odluku o imenovanju članova komisije za provođenje postupka zajedničke nabavke ispred svoje institucije, I to jednog člana I jednog zamjenskog člana/ Decision on appointing members of the commission for the implementation of the joint procurement procedure in front of its institution, one member and one substitute member, in accordance with article 5. paragraph (3)	18. August 2017.	BH universities
Strategy for int'l should be finished/ or the whole strategy for the institution where is the int'l placed and described (goals, objectives).	Until 25 August 2017. It has to be finished in this 2 nd project year (see the project application).	BH universities
Indicators for int'l should be finished/ or the whole indicators for the institution where are the indicators for int'l placed and described.	Until 25 August 2017. It has to be finished in this 2 nd project year (see the project application).	BH universities
University of East Sarajevo will make Odluku o imenovanju Komisije za provođenje postupka zajedničke nabavke/ Decision on the appointment of the Commission for the implementation of the joint procurement procedure in accordance with article 5. paragraph (3)	End of August 2017.	UES
Define 4 pilot activities for each university	End of August 2017. or before	BH universities
Internal dissemination should start. Each university should educate or train minimum 100 persons from institution or wider community.	1. September – 29. December 2017.	BH universities
Rulebook about certain aspect of international cooperation (e.g. Rulebook about mobility staff and students, Rulebook about implementation KA2 projects, KA1, Strategic partnership, any similar rulebook etc.)	End of September 2017. It has to be finished in this 2 nd project year (see the project application).	BH universities
Guide for internationalisation and recognition of qualifications	End of September 2017. It has to be finished in this 2 nd project year (see the project application).	BH universities
Corrected follow up template should be sent to all partners and filled completely with all travels and staff costs	30. September 2017.	All project partners
Internal quality reports for 2nd project year should be sent in word document via mail on Qaofficeuis@gmail.com	1. October 2017.	All partners
External visitation to all BH partners (1 representative, 7 days – 5 working days, 2 traveling days + 1 representative from UES as support and driver)	Until 15. October 2017.	KU Leuven
Consortium meeting in Zenica (depends of external visitation and finalized	End of October 2017.	All partners

external report)		
Information brochure about recognition qualifications in BH	End of December 2017.	CIP
Brochure for int'l and recognition of qualifications	End of December 2017.	KU
Mentors visit of IPP (UNBI, UBL, UNMO, SVEMO) and KU (UNTZ, UNZE, UNSA, UES)	February, March 2018.	BH universities, KU, IPP
Quality Policy Statement should be sent to Bucks on signing	After regulating obligations between the coordinator and Bucks.	Bucks
Publish work paper of UNMO on the home page of the project web page	After sending all necessary data	UES, UNMO, web

STINT Project coordinator

STINT National coordinator