



*final report*

**STRATEGIC AND STRUCTURAL DEVELOPMENT  
OF QUALITY ASSURANCE IN BOSNIAN AND  
HERZEGOVINIAN HIGHER EDUCATION**

*2008 - 2011*



## Abbreviations used in the Report

ADA	Austrian Development Agency
ADC	Austrian Development Cooperation
B/C/S	Bosnian/Croatian/Serbian
BiH	Bosnia and Herzegovina
EHEA	European Higher Education Area
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register in Higher Education
ESU	European Students' Union
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area
EUA	European University Association
EURASHE	European Association of Institutions in Higher Education
HE	Higher Education
HEA	Agency for Higher Education Development and Quality Assurance
HEI	Higher Education Institution
QA	Quality Assurance
SEE	South-East Europe
SUS BIH	Svjetski univerzitetski servis Bosne i Hercegovine
WUS Austria	World University Service Austria

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## 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.



*Bd. Brigitte Öppinger-Walchshofer*

Ambassador  
Brigitte Öppinger-Walchshofer  
Managing Director of Austrian  
Development Agency

## Foreword by the Principality of Liechtenstein

In the years during and after the war in the 1990s, Liechtenstein established strong ties with Bosnia and Herzegovina. Almost 350 Bosnian citizens found temporary refuge in Liechtenstein. When they were able to return back home, they discovered many of their villages, cities and lands destroyed. The International Humanitarian and Development Cooperation of Liechtenstein, and in particular its pillar “International Refugee and Migration Assistance”, was able to step in and assist, especially in the areas of infrastructure, health and education.

Today we are very glad that the situation in Bosnia and Herzegovina has significantly improved. The successful completion of this project, which has ultimately led to the associate membership of the QA Agency in the European Association for Quality Assurance in Higher Education ENQA, is a further important step towards long-term stability, economic well-being and stronger integration within Europe.

On behalf of the Government of the Principality of Liechtenstein, I want to thank all partners for their active contribution to the successful finalization of this project. We hope that the positive results are a motivation for all people involved in Bosnia and Herzegovina to continue the process and to strive for even higher goals.



Ambassador Roland Marxer  
Director of the Office  
for Foreign Affairs, Vaduz

*Roland Marxer*

## Foreword by WUS Austria

Since 2001, WUS Austria has aimed at assuring quality in Bosnian and Herzegovinian (BiH) higher education (HE) within the majority of its projects. International peer reviews, student evaluations, and regular monitoring of project implementation have been integral quality assurance (QA) mechanisms in projects such as Centers of Excellence Project, Course Development Program, Brain Gain Program and Balkan Case Challenge (BH Challenge). As QA increasingly became the focus and priority of higher education (HE) reforms across the European Higher Education Area, WUS Austria initiated more direct and concrete projects. In 2005, WUS Austria, in cooperation with SUS BiH, instigated its first Tempus project aimed at “Strengthening Quality Assurance in BiH Higher Education”. From then onwards, a series of international interventions have continually supported the development of QA, as a framework and institutional system. These projects, the outcomes of which are described in the publication at hand, have assisted BiH universities in a gradual, step-by-step installation of QA systems and instruments, strategies and policies.

After more than 6 years of direct support to QA development, the BiH universities are displaying heterogeneous needs and priorities. The significance, tacit and formal, given to quality assurance varies from one university institution to another and sometimes even within one university.

The main purpose of this publication is to summarize and promote the hard work put in by BiH public universities in implementing the project activities and pushing forward positive changes at their institutions. Therefore we thank all the “ambassadors of quality” across the BiH universities who exert individual and collective effort to bring QA issues to top-of-the-agenda priorities on an everyday basis.

Last but not least, we thank the Austrian Development Cooperation and the Liechtenstein Government for their generous and continuous support to the development of QA in BiH higher education.



Almir Kovacevic  
Executive Director of WUS Austria

A handwritten signature in blue ink that reads "Almir Kovacevic".

**1**

**PROJECT**

**STAKEHOLDERS**

## 1.1. PROJECT DONORS

### 1.1.1. 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.

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**Austrian**  
**Development Cooperation**

### 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.

## 1.1.2. Principality of Liechtenstein



The International Humanitarian and Development Cooperation figures prominently among the priorities of Liechtenstein's foreign policy. Liechtenstein endeavors to take its responsibilities seriously within the world community and to show solidarity with people who are disadvantaged with respect to their conditions and quality of life.

In particular, the International Humanitarian and Development Cooperation aims to assist victims of disasters and conflicts, confront hunger and poverty and improve the social, economic, cultural, and political development for the long term. It further advocates peace, freedom, security as well as the protection of human dignity and promotes the preservation of the environment and a sustainable approach to natural resources.

The Cooperation is guided by the principle of sustainability, partnership, and the promotion of self-responsibility, with the goal of adjusting the imbalances between countries and regions with differing development statuses and of improving the development opportunities for coming generations.

## 1.2. IMPLEMENTING AGENCY –

### WORLD UNIVERSITY SERVICE AUSTRIA – 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.



## Selected Experience

### 1. Development of teaching and research infrastructure

- for **282** Faculties, Campuses and Universities

### 2. Curriculum development

- **335** Courses
- **17** Study Programs (Master and PhD programs)
- **2** Faculty curricula

### 3. New Teaching methodology

- **38** Programs based on the new teaching methodology

### 4. Strategy Development

- **7** National Strategies in the field of Higher Education

### 5. Establishing strategies and structures

- QA offices/strategies at **21** universities
- R&D support offices/ strategies/ instruments at **10** universities

### 6. Training

- **64** International trainings

### 7. University and faculty cooperation

- **72** University and faculty cooperation projects

### 8. Conferences

- **40** International and national conferences

### 9. Mobility Consulting to Students and University Staff

- **7,160** individual Consultations

### 10. Scholarships for

- **374** Students
- **385** Postgraduates and Post Docs

### 11. Academic Mobility

- **1,340** Academics

### 12. Student Competitions

**52** Case Study Competitions

## WUS Austria in Bosnia and Herzegovina

Since 1994, WUS Austria has been actively present in Bosnian and Herzegovinian (BiH) HE and a close collaborator of all BiH universities. The broad and positive acceptance of services and support offered by WUS Austria under the umbrella of the “Higher education support program” results from a) quality of services provided and the results achieved, and b) the fact that the WUS project meets a need.

During 17 years of close collaboration with BiH university institutions, WUS Austria has gained valuable insight into their problems and needs and has designed its programs of support accordingly. Through its programs, WUS Austria has been actively working on bridging regional-European and local-university policies and initiatives and in such a way attempting to bypass the negative consequences of lagging national legislation.

WUS Austria’s bottom up approach in defining education priorities for support and implementing its projects has proven to transcend political changes and is a very effective way of promoting and supporting university-wide changes. In the majority of cases, close collaboration with beneficiaries from project onset results in increased local ownership and sustainability of project outcomes.



2

**PROJECT CONTEXT -  
SNAP SHOT OF  
WUS AUSTRIA'S  
QA PROJECTS IN  
SOUTH-EAST EUROPE**

## PROJECT CONTEXT - SNAP SHOT OF WUS AUSTRIA'S QA PROJECTS IN SOUTH-EAST EUROPE

WUS Austria supports universities with the introduction of quality assurance measures as foreseen by the Bologna and Copenhagen Processes, thus advancing SEE universities towards the European Higher Education Area and international standards in quality assurance and quality control. Quality Assurance projects comprise the following measures: **(1) setting up of QA systems where they do not yet exist, (2) capacity building and human resources development, (3) development of QA instruments and their implementation and (4) analysis and strategy/process development.**

Since 2005, six QA projects have been successfully completed and two QA projects are currently being implemented in cooperation with all eight public universities in Bosnia and Herzegovina:

- the Tempus project **“Strengthening Quality Assurance at BiH Universities”** (2004-2007) aimed at capacity building through the establishment and strengthening of quality assurance centers at universities in BiH. The project consortium consisted of 8 BiH public universities, the University of Ljubljana, SUS BiH, WUS Austria and the University of Graz, the project contractor.

- **“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 and supporting them in the development of institutional QA guidelines.

- The Tempus project **“Testing Curricula at the Sarajevo Faculty of Sport and Physical Education”** (2006-2007) - the overall aim of the project was to conduct internal testing of all the Faculty curricula in cooperation with students, academic and administration staff and external partners (sport organizations in BiH and Slovenia) with the aim of securing widespread reform of study programs. The project consortium, lead by the University of Ljubljana's Faculty of Sport, included the University of Sarajevo's Faculty of Sport and Physical Education, the Ministry of Civil Affairs in BiH and WUS Austria.

- The Tempus project **“From Quality Assurance to Strategy Development”** (2007-2010) - the overall aim of the project was to contribute to a coherent and far-reaching reform of higher education in BiH in accordance with the Bologna Process and with the needs of society and the market. For this objective to be achieved, universities in BiH aimed at developing modern, student-oriented strategies based on the results of previously conducted institutional self-evaluations. The project consortium, lead by the University of Graz, consisted of 8 public universities in BiH, University of Girona and WUS Austria.

- The Tempus project **“The Role of Stakeholders in Quality Assurance Procedures at BiH Medical Faculties”** (2007-2009) - the overall aim of the project was to contribute to the harmonization of medical faculties’ curricula with EU medical education standards through cooperation between internal and external stakeholders. The project produced an inventory of the available knowledge and competencies of medical graduates. A Resonance Committee on medical education was established as well as an inter-university pilot center for medical training for the introduction of a market-oriented approach in medical education reform procedures.

- The project at hand, **“Strategic and Structural Development of Quality Assurance in Bosnian and Herzegovinian Higher Education in 2008-2011”**, financed by the Austrian Development Cooperation and Liechtenstein Government, focused on furthering the development of quality assurance at public universities in BiH and strengthening the BiH QA Agency through a specific, demand-led approach.

Ongoing QA projects in BiH:

- The Tempus project **“European Union Standards for Accreditation of Study Programs at BiH Universities - ESABIH”** - the main objective of the project, which was initiated by the University of East Sarajevo, is to introduce European standards and procedures in evaluation and accreditation of study programs at BiH universities. The project consortium, led by the project contractor, Katholieke Hogeschool Sint-Lieven, consists of 8 public BiH universities, SUS BiH, Vlhora-Vlaamse Hogescholenraad (Council of Flemish University Colleges), Transilvania University of Brasov, Àrea d’Avaluació de la Qualitat (Evaluation of Quality Area-AQA), Agency for the Development of Higher Education and Quality Assurance in BiH (HEA), the Ministry of Civil Affairs of BiH and WUS Austria.

- The Tempus project **“Strategic Management of Higher Education Institutions Based on Integrated Quality Assurance System”**. The overall aim of the project, which was initiated by the University of Mostar, is to ensure that QA becomes recognized as an instrument in the strategic development of institutions and as a means of cooperation with HEA and responsible ministries. In the long term this will support the structural reform of HE in BiH. The project contractor Katholieke Hogeschool Sint-Lieven leads a project consortium comprising 8 public universities in BiH, HEA, University of Girona, University College Cork, University of Maribor, the Ministry of Education, Science, Culture and Sport of West Herzegovina Canton, the Ministry of Education, Science, Culture and Sport of Zenica-Doboj Canton, the Ministry of Education and Science of Sarajevo Canton, the Ministry of Education and Science of the Republic of Srpska and WUS Austria.

WUS Austria has recently finalized one QA project in **Montenegro**:

- **“Establishment of Quality Assurance Centers at the University of Montenegro”** (2007-2010), financed by the Austrian Development Agency, aimed at creating a network of four QA centers in Podgorica on the coast and in inland Montenegro. These centers were provided with the necessary support and equipment. Six staff members were trained

as QA experts. To assure that QA becomes a crucial part of the University of Montenegro, awareness-raising was realized among the academic staff.

In **Serbia** WUS Austria is currently finalizing two QA projects:

- **“Support to the University of Novi Pazar”** (2007-2011), financed by the Austrian Development Cooperation, aims at contributing to institutional capacity building at the newly formed University of Novi Pazar by supporting measures in quality assurance and infrastructural development. Improved quality of higher education will ultimately contribute to the region’s economic development.

- **“Support to Serbian Accreditation Agency”** (2007-2011), financed by the Austrian Development Cooperation, aims at institutional building of the Serbian Committee for Accreditation and Quality Assurance (CAQA). The project provided representatives of CAQA with insight into the Austrian accreditation system and exchange of experiences with their Austrian colleagues.

WUS Austria has two ongoing QA projects in **Kosovo**:

- The Tempus project **“Fostering and Developing the Quality Culture at the University of Prishtina”** (2009-2012). The main objective is to further develop the quality culture at the University of Prishtina (UP) at all service levels such as teaching, research, administration and student support services. During this development the perspectives of all stakeholders will be taken into account. The main challenge for the UP is to transform its informal and implicit approaches towards quality into a formal and explicit quality system.

- The Tempus project **“Supporting and Developing the Structures for QA at the Private Higher Education Institutions in Kosova”** (2010 – 2012). The main project aim is to establish and/or strengthen the Quality Assurance Systems at ten private higher education institutions (HEIs) in Kosovo. Self-assessment procedures, establishing of a QA structure (including personnel), regular activities (e.g. Quality Assurance Day) and awareness raising constitute the core of the project. Apart from 10 private HEIs and WUS Austria, the project consortium includes the University of Salzburg (grant applicant), University College Cork and University Politehnica Bucurest.

# 3

## PROJECT

**„STRATEGIC AND  
STRUCTURAL  
DEVELOPMENT OF  
QUALITY ASSURANCE IN  
BIH HIGHER EDUCATION  
2008 - 2011”**

### 3.1. PROJECT PROFILE

<b>Name and number:</b>	Strategic and Structural Development of Quality Assurance in Bosnian and Herzegovinian Higher Education 2008 - 2011 (8099-00/2006)
<b>Donors:</b>	<ul style="list-style-type: none"><li>• Austrian Development Cooperation (ADC)</li><li>• Principality of Liechtenstein</li></ul>
<b>Implementing agency:</b>	WUS Austria
<b>Partners/Beneficiaries:</b>	<ul style="list-style-type: none"><li>• University of Bihać,</li><li>• University of Banja Luka,</li><li>• University Džemal Bijedić in Mostar,</li><li>• University of Mostar,</li><li>• University East Sarajevo,</li><li>• University of Sarajevo,</li><li>• University of Tuzla,</li><li>• University of Zenica</li><li>• Svjetski univerzitetski servis BiH (SUS BiH)</li><li>• Agency for Higher Education Development and Quality Assurance (HEA)</li></ul>
<b>Budget:</b>	EUR 445.000,00
<b>Implementation period:</b>	November 2008 – April 2011

## 3.2. PROJECT RATIONALE

The project “Strategic and Structural Development of Quality Assurance in BiH Higher Education– SSDQA” focused on upgrading quality assurance (QA) systems at BiH universities in line with their specific needs and priorities. The project was conceptualized as a follow up to previously established QA structures at BiH universities and as a push forward to the BiH Agency for Higher Education Development and Quality Assurance (HEA).

With the commencement of the first Tempus project “Strengthening Quality Assurance at BiH Universities” (JEP 19074 2004), all BiH universities were at the same starting point in terms of established QA systems and procedures, i.e. at the very beginning. BiH universities first opened their QA offices and employed QA coordinators as part of planned project activities. In the beginning the focus was strongly pegged to project management and implementation of activities. However, over time, university institutions began to regard the projects on offer as instruments for achieving wider university objectives. At some universities, *project management gradually shifted to process management* as QA offices and management structures started to proactively design their QA policies and processes. Over time BiH universities started to display heterogeneous levels of development, needs and priorities in their QA structures. Consequently, while developing the concept of the project SSDQA, WUS Austria recognized the **need to shift its focus from “one-for-all”, standardized measures to specific QA measures** aligned with the needs and priorities of a particular university.

In addition, the benefits of capacity building measures such as **study visits** and **participation in international QA forums** remained important for all 8 universities. Such measures were included in the project SSDQA for the purpose of enabling BiH universities to experience mature European quality management systems and prepare them for the process of developing modern, student-centered strategies at their own universities.

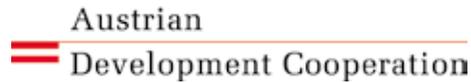
At the same time, the external circumstances also changed. Public institutionalization of QA was prescribed by the Framework Law on Higher Education with the set up of a state Agency for Development of Higher Education and Quality Assurance (HEA). Thus **capacity building and strengthening of HEA** quickly became one of the priorities both in BiH higher education and the project proposal at hand. With the aim of ensuring sustainability and local ownership, the project foresaw that such activities be coordinated by Svjetski univerzitetski servis Bosne i Hercegovine - SUS BiH.

### 3.3. PROJECT DESCRIPTION

Based on the project rationale elaborated above, WUS Austria developed a project consisting of three individual components, which may be regarded as 3 free-standing, but over-lapping sub-projects with different aims, target groups and activities.

**Component 1** - Contribution to the objectives and activities in the Tempus project “From Quality Assurance to Strategy Development - QASD” with a focus on **development of human resources and capacity building at BiH universities, HEA and SUS BiH**. The intervention logic of Component 1 strongly relied on that of Tempus project QASD which was being implemented at the same time. The main idea was to complement the Tempus project and in such a way strengthen the foreseen outcomes and impacts especially in the field of human and institutional capacity development.

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#### Tempus

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.





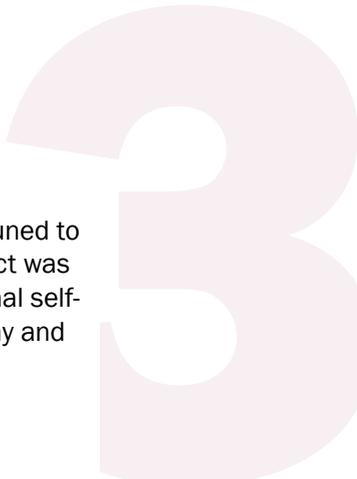
**Component 2 - Implementation of specific quality assurance measures at BiH Universities.** On the basis of an open call for proposals, and in line with set criteria and priorities, BiH universities applied for project funds by proposing specific measures for QA development at their institutions. The BiH universities were both beneficiaries and implementing agencies. All proposals needed to clearly demonstrate how the project would contribute to further development of QA processes and structures at individual BiH universities in line with current institutional needs and priorities and trends in EHEA and SEE. Maximum funds granted per project per university were 45,000.00 EUR, whereas in cases where two or more universities applied jointly for one project, the grants were higher (70,000.00 EUR for a two-university consortium, 90,000.00 EUR for a three-university consortium, etc). 35 % co financing of project value was a MUST requirement for all projects.

**Component 3 - Strengthening HEA through SUS BiH's support.** Component 3 funds were earmarked for SUS BiH's sub-project under the condition that it be aimed at capacity building of HEA and thus at ensuring local ownership and sustainable development of QA in BiH higher education. The sub-project entitled "Strengthening the Agency for Higher Education Development and Quality Assurance – Creating assumptions for BiH QA Agency membership in ENQA" foresaw a number of activities with the purpose of bringing HEA closer to ENQA. During project implementation, HEA became an associate partner in ENQA (European Association for Quality Assurance in Higher Education).

## 3.4. COMPONENT 1: CONTRIBUTION TO TEMPUS QASD OBJECTIVES AND ACTIVITIES

From its very beginnings the project SSDQA has been recognized as being ambitious. The risks and potential obstacles identified in the project proposal remain largely valid to date: non-integrated university structures, lack of resources, lack of political support, lack of university autonomy, etc. Unfortunately on their path of reform, the BiH universities are usually left on their own with little or no political and financial support. Disintegrated structures are also an obstacle to university-wide approaches such as institutional self-evaluations.

Nevertheless, the fact that the project has been successfully implemented and that it has yielded positive results, some of which have exceeded original expectations, is a clear indicator that the BiH universities recognize the urgency of HE reform and the need to strengthen their internal quality structures.



The approach adopted throughout project coordination was more demand-led than supply-driven; it was fine-tuned to the specific needs and priorities of BiH universities rather than standardized and prescriptive. The entire project was structured so as to first allow BiH universities to learn about different EU experiences in carrying out institutional self-evaluations and developing university strategies, not with the aim of copying them but to identify the philosophy and decision-making processes behind them.

Component 1 aimed at strategic development of QA processes through:

1. Building capacities of Strategy Development Teams at BiH Universities through study visits to EU university institutions,
2. Enhancing expertise and networking of QA coordinators, SUS BiH and HEA through participation at IV and V European QA Forums,
3. Wide dissemination of university strategies and institutional quality policies in the BiH academic community.

### 3.4.1. Study visits to EU University institutions

Due to the intertwined implementation of Tempus QASD and SSDQA component 1, the activities of one project relied heavily of those of the other project. Through the Tempus QASD project it was foreseen that each BiH University will delegate 3 persons who will form the University Strategy Development Team (SDT). The SDT's main responsibility was to develop modern, student-oriented university strategies based on the results of self-assessments. Through the project SSDQA, SDTs were offered the opportunity to visit EU institutions of their own choice for the purpose of experiencing advanced European systems of quality management and strategy development.

Through SSDQA component 1, 7 study visits were conducted to 6 EU universities involving 20 academic representatives from BiH (QA coordinators, university managers and administrators). Questionnaire results show that 100% of BiH participants deemed the study visits as (very) successful. Study visits to EU Universities have been successfully completed by all BiH universities except the University of Banja Luka (due to prior commitments and a lack of time).

# 3

BiH University	Representatives		Destination	Period
University of Bihać	1	Dr. Isak Karabegović, Rector	Czech Technical University in Prague	May 21 - 22, 2009
	2	Dr. Zemira Delalić, Vice-Rector		
	3	Dr. Mersud Ferizović, QA Coordinator		
University Džemal Bijedić in Mostar	1	Dr. Sead Pašić, Vice-Rector		
	2	Dr. Dragi Tiro, Vice-Dean		
	3	Alim Abazović, QA Coordinator		
University of Tuzla	1	Dr. Edin Delić, QA Coordinator	University of Alicante	June 01-03, 2009
	2	Zehrudin Osmanović		
	3	Safet Kozarević		
University of Zenica	1	Dr. Darko Petković, Vice-Rector	La Sapienza University in Rome, Italy	June 16 - 21, 2009
	2	Mr. Ibrahim Plančić, QA Manager		

<b>University of East Sarajevo</b>	<b>1</b>	<b>Dr. Mitar Novaković , Rector</b>	<b>University of Maribor, Slovenia</b>	<b>June 18 – 20, 2009</b>
	<b>2</b>	<b>Dr. Stevan Trbojević, Vice-Rector</b>		
	<b>3</b>	<b>Dr. Slobodan Milovanović, Vice-Rector</b>		
	<b>4</b>	<b>Nenad Marković, QA Coordinator</b>		
	<b>5</b>	<b>Katarina Bošković, Coordinator for International and Interuniversity Cooperation</b>		
<b>University of Mostar</b>	<b>1</b>	<b>Dr. Dražena Tomić, Vice-Rector</b>	<b>University of Primorska, Slovenia</b>	<b>October 26, 2009</b>
	<b>2</b>	<b>Dr. Snježana Rezić, QA Coordinator</b>		
	<b>3</b>	<b>Ivana Zovko, International Relations Officer</b>		
<b>University of Sarajevo</b>	<b>1</b>	<b>Dr. Hazim Bašić, Vice-Rector</b>	<b>University of Manchester, Great Britain</b>	<b>November 08 – 11, 2009</b>
	<b>2</b>	<b>Zoran Selesković, Secretary General</b>		



Study visit to Czech Technical University in Prague by representatives of University of Bihać and University Džemal Bijedić in Mostar, May 2009



Study trip to University of Manchester by representatives of University of Sarajevo, November 2009

## Feedback by project beneficiaries:

*“[La Sapienza University of Rome represents] an exceptional organizational model of a higher education institution with the highest student numbers in Europe (circa 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... Certainly [we are planning on strengthening our cooperation with La Sapienza University] to the maximum extent that the University of Zenica can build such a relationship with such a large and respectable higher education institution“*

*University of Zenica*

### 3.4.2. European Forums on Quality Assurance

The European Quality Assurance Forum (EQAF), an annual event co-organized by EUA, ENQA, EURASHE and ESU<sup>1</sup>, is a European conference on QA in HE that brings together all of the key stakeholders in the field – HEIs, QA agencies and students. This event is considered by the four co-organizing partners as a major contribution to QA in higher education, and a flagship activity in this field.

The EQAF has been organized since 2006 and gained increasing popularity over the years. It provides a unique platform for the HE and QA communities to follow, shape and anticipate developments in the area. The main purpose of the event is to foster dialogue on QA that bridges national boundaries and leads to a truly European discussion on QA in higher education (notably through the Bologna process HE reforms), and thus create a common European understanding of QA through dialogue among different stakeholder groups.

The **Fourth European Quality Assurance Forum** was held at the Copenhagen Business School from November 19 – 21, 2009. 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 QA approaches take account of institutional diversity and support creativity and innovative practices in HE. Through plenary and parallel sessions, the discussion framed these issues in the context of the ongoing construction of the EHEA.

One of the QA Coordinators from BiH, Mr. Enes Dedić, University of Bihać, presented a paper entitled *Quality As Subjective Experience* within the official Working Group Session II: Discussion Groups on Friday, 21 November, 2009.

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<sup>1</sup> **EUA – European University Association, ENQA - European Association for Quality Assurance in Higher Education, EURASHE - European Association of Institutions in Higher Education, ESU - European Students’ Union**

The **Fifth European Quality Assurance Forum** was hosted by the University Claude Bernard Lyon I, on 18-20 November 2010. The theme of this V QA Forum was “**Building Bridges: Making sense of QA in European, national and institutional contexts**”.

Thanks to funds available through the project at hand, both EQAFs were attended by representatives from BiH:

1. Miroslav Dragić, QA Coordinator, University of Banja Luka
2. Enes Dedić, QA Coordinator, University of Bihać
3. Nenad Marković, QA Coordinator, University of East Sarajevo
4. Alim Abazović, QA Coordinator, University Džemal Bijedić in Mostar
5. Marijana Bandić-Glavaš, University of Mostar
6. Lejla Muminović, QA Coordinator, University of Sarajevo
7. Dr. Edin Delić<sup>2</sup>, QA Coordinator, University of Tuzla
8. Ibrahim Plančić, QA Manager, University of Zenica
9. Dr. Nihad Fejzić, Director, HEA
10. Haris Muhić, Head of SUS BiH
11. Dino Mujkić, Regional Manager, WUS Austria
12. Nina Kovač, Project Manager, WUS Austria



IV EQAF held at Copenhagen Business School  
from November 19 – 21, 2009

**2 Attended the IV EQAF; no representative from the University of Tuzla attended the V EQAF**

### Feedback by project beneficiaries:

*“The experience that HEA representatives gained at Forums certainly contributed to a better understanding of the relationship of quality assurance activities in Bosnia and Herzegovina, as well as to the systematic relations of the Agency’s staff to the process of building quality culture in higher education.*

*The opportunity to learn about the experiences of different EU systems in one place provides an excellent grounding for the incorporation of appropriate solutions for developing quality assurance systems in the complex environment of a specific country like Bosnia and Herzegovina, while at the same time professional dilemmas that occur in the EU as well as recommendations will be helpful as reference points in developing and drafting a document in the local environment.”*

HEA BiH

### 3.4.3. University Strategies and Institutional Quality Policies

After learning about EU experiences in developing university strategies, Strategy Development Teams started formulating their development strategies. In the process of strategy development, BiH universities took into account the internal evaluation results, as well as existing strategies for higher education such as the Strategy for Developing Higher Education 2008 -2015 which was adopted by the BiH Council of Ministers in 2008. By the end of the project 7 BiH Universities<sup>3</sup> had defined and printed their **University Strategies**. The published strategy papers outlined the university’s short and medium-term goals as well as action plans aimed at achieving the set goals.



Covers of the Strategy developed by University of Zenica

**3 Lack of university autonomy is the main reason why one BiH university – University of Bihać – failed to develop its university strategy within the planned project activities. According to the Cantonal legislation pertaining to this University, defining and adopting the University Strategy is the responsibility of the Cantonal Ministry of Education and the Cantonal Assembly, and not the University itself.**



QA policies published as bookmarks at University of Bihać

In order to ensure sustainability of QA systems and procedures in BiH higher education, all 8 public universities developed their **Institutional Policies on Quality Assurance**.

Once policies were defined and adopted they were printed and distributed among the wider university community. The University of Bihać even printed out bookmarks containing QA policies in order to make them more attractive and increase their distribution among the academic community.

### Feedback by project beneficiaries:

*“As a part of the project Strategic and Structural Development of Quality Assurance in B&H, the University of Sarajevo has developed the following documents: ‘Strategy of the University of Sarajevo’ and ‘Quality Assurance Policy’. It is very important to emphasize that it was the first time for our University to create and adopt QA documents such as these ones. These documents are integrative factors of strategic planning and a quality assurance system, and also a tool for future management of the University. Some of strategic goals (such as revision of and harmonization of QA and other acts) are in a phase of application in the first year of Strategy implementation.”*

University of Sarajevo

## 3.5. COMPONENT 2: SPECIFIC QA MEASURES AT BIH UNIVERSITIES

In the belief that standardized solutions would no longer be as effective as specific measures adapted to university needs and priorities, Component 2 was earmarked for sub-projects, which were to be proposed by universities themselves.

To assure a successful call for proposals and high quality applications by BiH universities, WUS Austria started its preparations for Component 2 with the project onset. From November 2008 to March 2009 WUS Austria organized a series of Kick-off meetings at all 8 public universities. In addition to university management, QA officers and WUS Austria staff, representatives of the BiH HEA and SUS BiH also took part in the Kick-off meetings. The main purposes of the meetings were to:

- present the project (donors, activities, timetable, etc),
- encourage BiH universities to start devising project ideas,
- consult on current trends in HE reform in the EU and beyond,
- collect data on current university needs and priorities in the field of quality management,
- promote synergy and cooperation with SUS BiH as the local partner institution, and HEA as the responsible state institution, and
- discuss potential problems pertaining to the implementation of Tempus QASD activities and activities within the project at hand.

### Predstavljanje novog projekta iz oblasti kvaliteta

U prostorijama Rektorata Univerziteta u Sarajevu održan je sastanak povodom predstavljanja novog projekta iz oblasti kvaliteta: „Strateški i strukturalni razvoj osiguranja kvaliteta u bosanskohercegovačkom visokom obrazovanju 2008-2010“ (Strategic and Structural Development of Quality Assurance in Bosnian and Herzegovinian Higher Education 2008-2010), koj finansira Austrijska agencija za razvoj.  
Cilj ovog projekta je doprinosi daljem razvoju i modernizaciji visokog obrazovanja u BiH u skladu sa evropskim standardima EHEA, a kroz:  
- doprinos razvoju internih sistema osiguranja kvaliteta na bh. javnim univerzitetima,  
- doprinos razvoju Agencije za razvoj visokog obrazovanja i osiguranje kvaliteta BiH.  
Sastanku su prisustvovali predstavnici Univerziteta u Sarajevu prof. dr. Hazim Balčić i prof. dr. Slavinka Vobornik, Zoran Selesković, generalni sekretar, Lejla Muminović, koordinator za kvalitet, te dr. Nihad Fejzić, direktor Agencije za razvoj visokog obrazovanja i osiguranje kvaliteta BiH, mr. Dino Mujkić, direktor WUS Austria BiH, Haris Muhic, direktor SUS BiH, kao i Lejla Šabočić, koordinator za projekat.



23. februar

### Potpisan Sporazum o saradnji sa Internacionalnim univerzitetom u Sarajevu

Prof. dr. Faruk Čaklovića, rektor Univerziteta u Sarajevu i prof. dr. Slavinka Vobornik, predkonesera sa saradnicima posjetili su Internacionalni univerzitet u Sarajevu, gdje su ih primio prof. dr. Ertağul Tacir, rektor, Emir Hadžihodžić, generalni sekretar, dekan i prof. dr. Ali Güneş i prof. dr. Canat Sarıoğlu, te program koordinatori dr. Hasan Korkut i dr. Muhamed Hadžibabić.  
Ovom prilikom prof. dr. Faruk Čaklovića, rektor Univerziteta u Sarajevu i prof. dr. Ertağul Tacir, rektor Internacionalnog univerziteta u Sarajevu su potpisali Sporazum o saradnji, kojim će biti omogućena razmjena nastavnog osoblja, kao i razmjena studenata, izvedba zajedničkih studentskih programa, realizacija zajedničkih naučnoistraživačkih programa i projekata, organizovanje zajedničkih naučnih i stručnih skupova, te razmjena iskustava i ideja u oblasti nastave, nauke i umjetnosti.

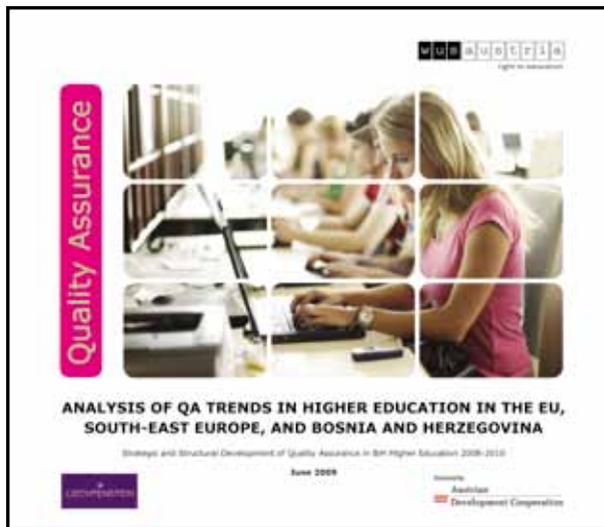


Promotion of the Kick-off meeting at University of Sarajevo, February 20, 2009



Kick-off meeting at University of Zenica, December 22, 2008

WUS Austria conducted an extensive analysis of trends in QA processes and systems across Europe. The main three contexts encompassed in the analysis were the European Union, South-East Europe and Bosnia and Herzegovina. Mostly based on online research, WUS Austria was able to extract and identify the main future challenges and priority areas in the field of quality assurance. For this activity, WUS Austria partly relied on the expertise of its Competence Team and partly on its internal expertise.



The final document entitled **“Analysis of QA Trends in Higher Education in the EU, SEE and BiH”** was published in mid June 2009 on the WUS Austria web site, along with the application template and instructions for applicants. These three documents served as the basis for preparing high quality applications. WUS Austria’s publication: Analysis of QA Trends in Higher Education in the EU, SEE and BiH Available at:

<http://www.wus-austria.org/content/47/39.html>

On 22 June 2009 WUS Austria launched an open Call for Proposals of specific QA measures targeted at all public universities in BiH. To promote the call for applications and present the application and selection procedures, in the period 23 June – 02 July 2009, WUS Austria organized round tables with management and administration representatives at all 8 public universities.

By the application deadline, WUS Austria had received 4 applications from 7 BiH universities, which were reviewed and evaluated on the basis of MUST criteria, formal requirements and capabilities before they were submitted for peer reviews. Peer reviews of all applications were carried out by members of the WUS Austria Competence Team - three experts experienced in the fields of quality enhancement and university management:

- Roland Humer MA, Certified balkanologist, independent consultant for university and school management, expert in university accreditation
- Bernadette Frech MA, Research and Development Expert, Department of International Management, FH Joanneum University of Applied Science
- Oliver Vettori MA, Head of Quality Management and Program Delivery Unit at Vienna University of Economics and Business



Round table at University Džemal Bijedić in Mostar, June 24, 2009



Round table at University of Bihać, June 25, 2009



Out of 4 submitted applications, the following **3 applications were approved and implemented:**

**1. Project number: QA\_02/MO-ZE/09**

Applicant universities: **University of Mostar** and **University of Zenica**

Project title: *Development of an information system for quality assurance – DISQA*

Requested budget: 69,158.00 EUR

Co-financing amount: 37,274.00 EUR

**2. Project number: QA\_03/IS-BL/09**

Applicant universities: **University of East Sarajevo** and **University of Banja Luka**

Project title: *Establishing of Quality Assurance System Auditing Practice at the University of East Sarajevo and the University of Banja Luka – QASAP*

Requested budget: 49,228.30 EUR

Co-financing amount: 26,722.92

**3. Project number: QA\_04/TZ-DzB/09**

Applicant universities: **University of Tuzla** and **University Džemal Bijedić of Mostar**

Project title: *Information System for the Support of Internal Quality Assurance at the Universities of Tuzla and Džemal Bijedić of Mostar – QA InfoSys*

Requested budget: 68,250.00 EUR

Co-financing amount: 36,750.00 EUR

## Description of awarded sub-projects and their implementation

### 1. Project number: QA\_02/MO-ZE/09

**Applicant universities:** University of Mostar and University of Zenica

**Project title:** Development of an information system for quality assurance – DISQA

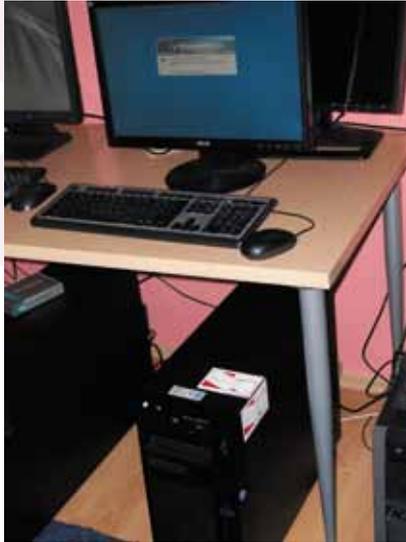
The overall objective of the project “Development of an Information System for Quality Assurance - DISQA” (QA\_02/MO-ZE/09) was to further develop quality assurance systems at the University of Mostar and the University of Zenica through the establishment of an information system for quality assurance, based on agreed key performance indicators (KPI). The project aimed at giving support to the development of processes, procedures, systems and structures of quality assurance which will in turn initiate and establish quality higher education offered to students.

Early in project implementation, a team comprising representatives of both universities conducted an analysis of the current state of QA indicators, which resulted in a common set of KPIs that are to be regularly tracked at both universities. Understanding the importance of identifying accurate and relevant information sources which are necessary for the development of an information system for QA - ISQA, the project team developed documents: “Requirements for ISQA” and “Creating an Architecture and Design of ISQA” as preconditions for software development. Development of ISQA required the procurement of IT equipment and development of software; software for ISQA was tested and guidelines 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, the role of IS in QA procedures and its role in university governance. Seminars for various users of the information system were held with the aim of presenting methods for acquiring and managing data, the significance and purpose of QA, evaluation methodology and QA procedures.



Equipment purchased through the project QA\_02/MO-ZE/09 and installed at University of Mostar and University of Zenica





Equipment purchased through the project QA\_02/MO-ZE/09 and installed at University of Mostar and University of Zenica



Monitoring meeting at University of Mostar, June 23, 2010

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. All project activities were implemented in line with the proposed project plan and expected outcomes.

*“The benefit of this project realization was multiple for all users of quality (external and internal) assurance systems at both the University of Mostar and University of Zenica. Direct beneficiaries of the introduction of information technology in quality assurance system included university and faculty management, the universities’ and faculties’ quality assurance boards, students, academic staff and administrative staff.*

*After completion of the project, activities related to extending the number of users of the Information System for Quality Assurance will continue for all members of the University. Also, quality indicators will be monitored through an information system in the long term and this will be the basis for strategic planning of institutions, collaboration with the HEA and the relevant ministries. Data from the information system will be used for writing self-evaluation reports, external evaluations, accreditation of institutions and study programs. It will also allow the comparison of these two institutions either at the level of institution, university members or study programs.”*

*University of Mostar*

## 2. Project number: QA\_03/IS-BL/09

**Applicant universities:** University of East Sarajevo and University of Banja Luka

**Project title:** 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 (QA\_03/IS-BL/09) 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

The project methodology centered on a number of activities:

- Evaluation of the current situation in quality assurance at both universities
- A number of seminars, workshops and meetings
- Study visit to the University of Novi Sad
- Redesigning, implementing and continual upgrading of QA policies
- Development of official QA documentation
- Pilot activity – Internal Audit at University of East Sarajevo
- Project promotion and dissemination (web updates, dissemination conference, etc)



Instructive workshops - Requirements and Documents of QA System, Faculty of Production and Management in Trebinje, University of East Sarajevo June 28, 2010



Instructive Workshop for Internal Auditors, University of East Sarajevo, December 24-25, 2010



Meeting at University of Banja Luka,  
28-29 April 2010



Study visit to University of Novi Sad by  
representatives of University of Banja Luka and  
University of East Sarajevo, September 17, 2010

The Universities of East Sarajevo and Banja Luka recognized that the entire project intervention would have a twofold effect: the development of institutional auditing practices would, on the one hand, enhance their overall internal quality management systems, and on other hand, it would also prepare their institutions for the upcoming accreditation processes by HEA.

*“General impressions of this project were the contribution to reform processes regarding Bologna Principles at the partner Universities connected with existing and functioning of quality assurance (QA).*

*In accordance with realized project activities we established a new system, and developed different documents which will have big contribution to the future activities of universities. “*

*University of East Sarajevo*

### 3. Project number: QA\_04/TZ-DzB/09

**Applicant universities:** University of Tuzla and University Džemal Bijedić of Mostar

**Project title:** Information System for Support of Internal Quality Assurance at the Universities of Tuzla and Džemal Bijedić of Mostar – QA InfoSys

The project QA InfoSys aimed at designing an information system for internal quality assurance which would be the most efficient under current conditions. The project methodology included the following set of activities:

- Identification of formal, legal requirements and frameworks for internal quality assurance
- Analyses of current information systems at the universities of Tuzla and Džemal Bijedić in Mostar
- Definition of data base structures and relationships between them
- Procurement and installation of equipment
- Development of publications
- Staff training
- Testing of the developed information systems

The project QA InfoSys resulted in an efficient information system for internal quality assurance at the universities of Tuzla and Džemal Bijedić in Mostar. The developed information system represents a unique system for the collection of quality parameters, and increases the level of accessibility of relevant data for all the users in the process as well as establishes a unique data base which functions as an instrument for monitoring quality parameters at both universities. Since the project mission required institution-wide collection of accurate data and its processing, a large number of staff members were involved in project implementation.

*“With this project we achieved one general goal, and that is the development of a general system for centralized information collection and analysis, which before the implementation of this project was not possible in a reasonable period of time.”*

University of Tuzla



Monitoring meeting at University of Tuzla, June 8, 2010



*“The project is certainly very useful for improving Quality Assurance at the University “Džemal Bijedić” Mostar, and obtaining relevant data. The system significantly reduces the time, and therefore costs, of obtaining the required information for the Office of Quality Assurance. The information will be used in the future for faster and easier tracking and monitoring of key performance indicators.”*

*University Džemal Bijedić in Mostar*

### **3.6. STRENGTHENING HEA THROUGH SUS BIH’S SUPPORT (COMPONENT 3)**

The 3rd component of the project SSDQA was reserved for SUS BiH’s intervention under the condition that it be aimed at strengthening the capacities of the BiH Agency for Higher Education Development and Quality Assurance (HEA). During the project inception phase SUS BiH was given the opportunity to negotiate specific action plans, in line with HEA’s needs and priorities, and define the project terms of reference. The quality, efficiency and relevance of the proposed measures were assessed by WUS Austria, its Competence Team and donor representatives.

*“The proposed grant application is of high relevance for the higher education sector in Bosnia and Herzegovina, as it strongly contributes to the development of the European dimension in quality assurance and, thereby, furthers the aims of the Bologna Process. Additionally, the proposed partnership between the newly established quality agency and SUS BiH, an experienced partner in the field of quality assurance in Europe in general and in BiH in particular, guarantees a successful execution of the project. Thus, this expert peer review strongly supports the activities outlined in the present proposal.”<sup>4</sup>*

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<sup>4</sup> EU peer review of SUS BIH’s project proposal by Mag. Frech Bernadette from FH Joanneum University of Applied Science, April 2009

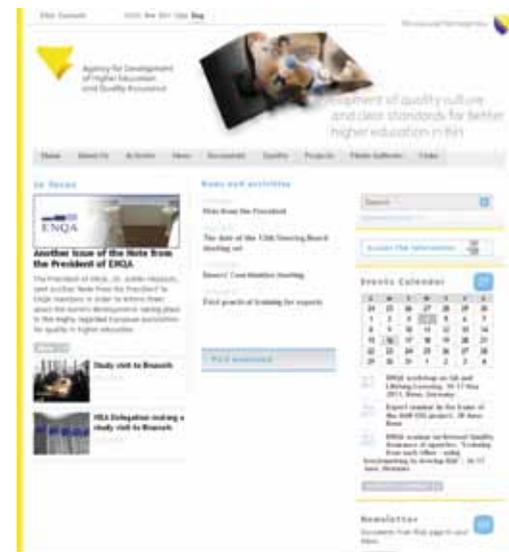
On 25 May 2009, the signing of the contract for SUS BiH's project **“Strengthening BiH Agency for Development of Higher Education and Quality Assurance – Creating assumptions for BiH QA Agency membership in ENQA”** took place in WUS Austria office in Sarajevo.

As the project title implies, the overall project mission was to research the procedures and requirements for becoming a fully-fledged ENQA member and to attempt to bring HEA closer to this goal. To that purpose, the project foresaw a number of capacity building and knowledge-transfer activities, as well as raising awareness initiatives. As a result of close collaboration between SUS BiH and HEA, the project yielded a number of significant results and outcomes, which are elaborated below.

- Approved **associate membership** of HEA within ENQA – this type of membership gives HEA access to data, trainings, working meetings and thematic activities, organized by ENQA, which refer to standards, methods and criteria for QA. Full membership in ENQA and EQAR (European Quality Assurance Register for Higher Education) remains HEA's ultimate goal but its realization can be expected from 2012 onwards.
- Developed **web portal for HEA** - [www.hea.gov.ba](http://www.hea.gov.ba). The ultimate purpose of the web portal was to create a source of relevant data and information for various higher education stakeholders (students, teachers, administrators, public authorities, etc). The web portal offers numerous useful links, documents, information on relevant activities, projects and events, etc.
- Networking and capacity development through **study visits** to ENQA member agencies – **National Evaluation and Accreditation Agency (NEAA), Bulgaria**, and **Agency for Quality Assurance in Higher Education (ARACIS), Romania**. Representatives of HEA and SUS BiH participated in both study visits which were primarily aimed at establishing contacts with recently accepted ENQA members and learning from their experiences.



Study visit to ARAKIS, Romania, November 2009



HEA's web portal [www.hea.gov.ba](http://www.hea.gov.ba)



Conference *Approaching ENQA Membership and How to be Listed in the EQAR*, Sarajevo, May 2010

- Developed and **published documents** – *Analysis of ENQA Membership Possibilities for the BiH QA Agency; Guidelines for HEA's Membership in ENQA*. Both documents are available in English and B/C/S languages at SUS BiH's web site.
- Successful implementation of a regional conference “**Approaching ENQA Membership and How to be Listed in the EQAR**” – The conference aimed at promoting European Standards and Guidelines for Quality Assurance in EHEA among regional QA agencies and BiH higher education institutions, sharing experiences and presenting procedures and criteria for ENQA and EQAR memberships. Serving as a discussion platform between various local and international academic stakeholders, the conference proved to be very successful and inspiring as it demonstrated that strong interest for regional and international cooperation exists among the national QA agencies. A set of 7 conclusions were adopted by conference participants confirming commitments and principles and outlining future perspectives and initiatives.

- Dissemination of project outcomes through multiple channels – web sites ([www.sus.ba/qa](http://www.sus.ba/qa), [www.heg.gov.ba](http://www.heg.gov.ba)), events, publications, etc – and thus promoting the role of HEA in BiH higher education and the need for a more coordinated and efficient reform process

*“The continuous growth of site visits that was recorded in the year 2010 is an indicator that there is a wider public interest in the Agency’s work and its responsibilities. Moreover, other PR activities were developed such as web editorial board, a calendar of the activities on the website, and a newsletter. At the ENQA Steering Board session held on 5 February 2010 the request was accepted and **HEA was granted associate membership of ENQA**. This status represents the recognition of the international credibility of HEA BiH and its work... The importance of the project is evident through successfully implemented activities that were completely in accordance with the specific needs of each stakeholder. The most important outcome is that the project provided cooperation at the national and international level and that all activities were planned carefully and implemented professionally. Strengthening regional and national cooperation and capacities of all stakeholders provided common understanding of the importance of quality assurance in higher education.”*

HEA BiH



**4**

**CONCLUSION**

After 6 years of intensive work on the development of the quality assurance system in BiH higher education, and after a series of positive examples on how quality assurance systems function today, we, WUS Austria team, are proud and satisfied with the achieved results. Of course, this process is not finalized, but it represents the end of one cycle – the establishment and commencement of an institutional form of quality assurance.

In the period to come following the establishment of quality assurance institutional capacities as one of the elements and instruments for the development of higher education institutions, these institutions will continue to develop specific forms of quality assurance aimed at accreditation of study programs within the first, second and third study cycles.

One of the major accomplishments of this project is the initiation of a series of new and joint activities at the universities in BiH, such as the Tempus projects “European Union Standards for Accreditation of Study Programs at BiH Universities - ESABIH” and “Strategic Management of Higher Education Institutions Based on Integrated Quality Assurance System”.

The support provided by the ADC and the Liechtenstein Government contributed significantly to the development of quality assurance systems at higher education institutions in BiH. In line with the trends and recommendations of European higher education institutions - WUS Austria's partners - this positive example for establishing quality assurance was applied to other higher education institutions in Montenegro, Serbia, Kosovo, and proposed to Albania, Moldova and Lebanon.

We wish to thank all our partners in the project, the Austrian Development Agency and the Principality of Liechtenstein for their wonderful cooperation, and we hope that we have fulfilled all their expectations.



**Dino Mujkić, MSc**  
**Regional Manager WUS Austria in BiH**

## Notes

## Notes

## IMPRESSUM

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“...The experience that HEA representatives gained at [QA] Forums certainly contributed to a better understanding of the relationship of quality assurance activities in Bosnia and Herzegovina, as well as to the systematic relations of the Agency’s staff to the process of building quality culture in higher education.”

**HEA BIH**

“...The project is certainly very useful for improving Quality Assurance at the University “Džemal Bijedić” Mostar, and obtaining relevant data. The system significantly reduces the time, and therefore costs, of obtaining the required information for the Office of Quality Assurance. The information will be used in the future for faster and easier tracking and monitoring of key performance indicators.”

**University od Džemal Bijedić in Mostar**

“...In accordance with realized project activities we established a new system and developed different documents which will make a big contribution to the future activities of the universities.”

**University of East Sarajevo**

“...The benefit of this project realization was multiple for all users of quality (external and internal) assurance systems at both the University of Mostar and University of Zenica. Direct beneficiaries of the introduction of information technology in quality assurance system included university and faculty management, the universities’ and faculties’ quality assurance boards, students, academic staff and administrative staff.”

**University of Mostar**

“...As a part of the project Strategic and Structural Development of Quality Assurance in B&H, the University of Sarajevo has developed the following documents: ‘Strategy of the University of Sarajevo’ and ‘Quality Assurance Policy’. It is very important to emphasize that it was the first time for our University to create and adopt QA documents such as these ones. These documents are integrative factors of strategic planning and a quality assurance system, and also a tool for future management of the University.”

**University of Sarajevo**

“...With this project we achieved one general goal, and that is the development of a general system for centralized information collection and analysis, which before the implementation of this project was not possible in a reasonable period of time.”

**University of Tuzla**