

Univerzitet u Sarajevu



University of Sarajevo

Programme plan for the term of office

For the candidate: Rector of the University of Sarajevo for the mandatory period of 2020-2024

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## INTRODUCTION

The University of Sarajevo is the oldest and largest high education institution in Bosnia and Herzegovina. Teaching, scientific-research work and artistic-research work are performed within 30 organizational units (25 Faculties and Academies as well as 5 Institutes). The Faculty of Administration is also an associate member of the University. The University also carries out its primary activity through cooperation with institutions in the status of a teaching base, such as the Clinical Center of University of Sarajevo and the National University Library of Bosnia and Herzegovina. In order to provide the best possible conditions for the work and development of teaching and learning process, the University of Sarajevo has granted the status of teaching base to the General Hospital "Prim. dr. Abdulah Nakaš ", the Institute of Public Health in Canton Sarajevo and the Center for the Heart in Sarajevo. It is important to point out that the University of Sarajevo closely cooperates with important institutions such as the National Museum of Bosnia and Herzegovina, the Gazi Husrev Bey Library and also the Public Institution Student Center. The University of Sarajevo, despite the large number of Universities in Bosnia and Herzegovina, as a public higher education institution must maintain a leading and avant-garde role in the field of higher education. Continuous training of employees at the University of Sarajevo provides the prerequisites for its successful work and development. The established level of cooperation with the real sector should continue to developing and strengthening through joint projects, including the creation of new study programs which are harmonized with the labor market, which will enable greater knowledge transfer. By establishing two new departments at the level of University in Sarajevo, for Art, Culture and Sports as well as Quality management the organizational structure and functional integration is completed. In this way, a quality valorization of the work of the members of the University of Sarajevo in the field of arts, culture and sports has been established, which have been achieving top results for years and bringing the most significant international awards.

I was an active participant and implementer of all reform processes such as financial integration, academic integration and final legal integration. I made a decision to apply for a new term and continue the ongoing processes at the first for the benefit of the University of Sarajevo, all employees and students. The results achieved in the first term, such as a significant increase in the University budget, employment of assistants, rejuvenation of the staff structure, significant advancement of the University in the world rankings, respectable positioning of the University in regional and world frameworks are only part of the motivation for the mandate. Academic integration and in the final phase legal integration, so I made the decision to apply for a new term and continue the continuity of the ongoing processes for the benefit of the University of Sarajevo, all employees and students. The results achieved in the first term, such as a significant increase in the University budget, employment of assistants and rejuvenation of the staff structure, significant advancement of the University in the world rankings, respectable positioning of the University in regional and world frameworks are only part of the motivation for the mandate. academic integration and in the final phase legal integration, so I made the decision to apply for a new term and continue the continuity of the ongoing processes for the benefit of the University of Sarajevo, all employees and students.

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At the moment of making an important decision to run for the second term of the Rector, I feel a sincere need to express the great gratitude to my associates, vice-rectors, deans, directors of the institute and representatives of the Student Parliament and professional services of the University of Sarajevo and the implementation of major reforms. My past four years of life and all the results I have achieved are the result of teamwork and a serious semi-regular strength to achieve even better results. The established level and quality of cooperation with esteemed members and members of the University Senate, as well as personal mutual trust and trust, remain an additional incentive in making the decision to run for rector, convinced of mutual success.

## TEACHING ACTIVITY

Teaching and learning activities as primary tasks at the University of Sarajevo are covered by serious and complex reform process. In the next term of office, it is necessary to ensure the continuity of the initiated reform processes in order to improve this segment of the University's activities, and at the same time ensure the preconditions for successful accreditation of study programs at the organizational units. In this way, among other things, new opportunities will be opened to strengthen the capacity of the University as a fundamental pillar of social development. Students and teaching staff of the University of Sarajevo as active subjects of the teaching process are at the very center of these reforms. Continuity of reform in the field of teaching at the University of Sarajevo can be achieved through the formation of new study programs in line with the needs of the center work and a larger number of study programs in English, which will create better conditions for foreign students. In this way, the enrollment policy at the University of Sarajevo would be significantly changed and harmonized with the supply and demand on labor market. In order to realize this basic idea, it is necessary to take a number of procedures. After the adoption of new Law on Higher Education in Canton Sarajevo and the Statute of the University of Sarajevo, a number of normative bylaws were drafted and the demo should continue to work continuously. In this way, the enrollment policy at the University of Sarajevo would be significantly changed and harmonized with the supply and demand on the labor market. In order to realize this basic idea, it is necessary to take a number of procedures. After the adoption of the new Law on Higher Education of the Canton Sarajevo and the Statute of the University of Sarajevo, a number of normative bylaws were drafted and the demo should continue to work continuously. In this way, the enrollment policy at the University of Sarajevo would be significantly changed and harmonized with the supply and demand on the labor market. In order to realize this basic idea, it is necessary to take a number of procedures. After the adoption of the new Law on Higher Education of the Canton Sarajevo and the Statute of the University of Sarajevo, a number of normative bylaws were drafted and the demo should continue to work continuously.

In addition to other processes that need to be normatively regulated in a new way of monitoring and reforming study programs, the Rulebook on Teacher Advancement should be accelerated and

finally adopted, and after the Rulebook on Classification of Foreign Areas, Fields and Branches is drafted by the Ministry of Education, Science and Youth. The positive experience at realized projects 150+ and 36+, which significantly rejuvenated the structure of employees at the University, should be continued through a new project of training and inclusion of 150 doctoral students in the teaching process at the University of Sarajevo. Improving and strengthening teaching competencies through the TRAIN and TRAIN + projects, the University of Sarajevo will continue in the next term. This project has been accepted by the Rectors' Conference / Assembly of B&H and is being successfully implemented at all public universities in B&H.

In the next term of office, it is necessary to formally and legally organize ALUMNI associations of the University of Sarajevo. According to LinkedIn, in 2019, there were 12,672 registered alumni of the University of Sarajevo, which is over 6,000 more than in 2016. The mutual benefit would be reflected in the help of integration for young Alumni into the business world, in which their colleagues who had completed their studies and education before them and had already achieved their business plan could help them and support them. Starting a career center for university alumni would provide many benefits to its users. The ALUMNI Association at the University of Sarajevo would take data from its palms from all fields of science represented at the University. The association would function at the level of central base from all six fields of interest, other sciences, humanities, medical sciences, natural-mathematical and biotechnical sciences, science technicians and art.

In the process of informatization which is one of the strategic commitments of the development and work of the University, it is planned to improve the established platforms: integrated promotion of enrollment (<http://upis.unsa.ba/>), UNSA Virtual Open Day (Virtual Open Day of the University of Sarajevo), register of study programs (<https://reuistar.unsa.ba/>), the register of lifelong learning programs (<https://reuistar.unsa.ba/cielozivotno/>), integrated systems (e-UNSA, e-HR, online enrollment) and the provision of a common platform for e-association.

By incorporating international documents and applicable legislation in Bosnia and Herzegovina, which guarantee basic human rights, including the right to education, the University of Sarajevo creates conditions for equality and active participation in higher education of all stakeholders. To this end, the Office for Student Support (OSS!) was established, and it is opened in October 2018 as an integral part of the University of Sarajevo. The Office primarily provides activities aimed at students with disabilities since it grew out of the Office for Support of Students with Special Needs, but its activities do not stop there. The activities of the Office are aimed at improving the study experiences of students with disabilities, increasing inclusiveness at the tertiary level of education, organizing and conducting trainings for students and academic staff, providing assistance and student support, providing support to the University's organizational units in matching students and creating an universal design for marriage, providing conditions for meeting needs and enjoying rights, helping psychologists, informing, educating students, developing inclusive culture, policy and practice in the field of higher education. The Student Support Office is open to all students and academic staff of the University of Sarajevo for assistance & support or their volunteer activities. psychologist assistance, information and education of students and development of inclusive culture, policy and practice in the field of higher education. The Student Support Office

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Important activities already carried out by the Office: investigating the situation at the University of Sarajevo, detecting and resolving remote access to the library at the Faculty of Law, scanners for adapting professional literature and speech programs, publishing the brochure "You have a right to know" and procuring assistive technologies and aids. Future activities of the Office will be aimed at reducing and completely removing architectural, information-communication and psychosocial barriers at the University. In this regard, the University will initiate amendments to laws and bylaws, procurement of equipment and other material prerequisites for the smooth operation of the Office, and continue cooperation with non-governmental and governmental sectors as well as with domestic and international professional organizations and institutions.

## STUDENTS

Students at the University of Sarajevo in the period of 2020 - 2024 will have continuous support in all aspects of their active participation in all structures of University, in accordance with applicable laws in the field of education, the University Statute and the Law on Student Organization. Canton of Sarajevo ("Op. Canton Sarajevo" No. 11/10) The student population of the University of Sarajevo will actively participate in shaping the process of work and development of the University of Sarajevo through their representatives in the Governing Board and Senate of the University and councils of organizational units. In the future, it will be able to influence the realization of the program commitment in all aspects, starting from the teaching activity, scientific research / artistic research work, international activities, quality management of both artistic and sport events at the University. The process of informatization will enable students of the University of Sarajevo better interconnection, easier functional communication with teaching staff and services of faculties and academies, as well as easier evaluation of the work of academic staff and the success of study programs (through student surveys).

## SCIENTIFIC RESEARCH / ARTISTIC WORK

Scientific research / Artistic research work is inextricably linked with the teaching activities of the University of Sarajevo. This important segment of work at the University is at the same time the base and upgrade of the prosperity of the University of Sarajevo. Because of academic staff through scientific research / artistic research work acquires the conditions for advancement and international reputation, lacks the capacities and resources necessary for teaching, outsources the scientific research / artistic infrastructure. As a final outcome and result of research / artistic work at the University, there is an increased number of learned publications and artistic achievements that contribute to better visibility of the University of Sarajevo according to internationally measurable criteria and fulfillment of necessary conditions for obtaining international projects.

The University of Sarajevo is a partner with a large number of higher education institutions, organizations and institutions.

This partnership is reflected in various forms of activities that require flexibility in hiring and hiring trainees, experts and trainees. The University of Sarajevo is largely striving to modernize the approach to hiring and hiring researchers, experts and teachers to try the principles of the European Charter and the Code of Employment of Researchers to which the University of Sarajevo has been a signatory since 2016. will succumb to modern careers that are the result of formal and non-formal education firmly based on practical experience.

As a basic precondition for Quality development of science at the University of Sarajevo in the term 2016-2020, the Science Council was formed and the Science Development Strategy was adopted, which became an integral part of the Canton Sarajevo Development Strategy as a foundation. young people of Canton Sarajevo on drafting a law on higher education and a law on scientific research activities that would have a developmental character. This includes:

1. Recognizing and regulating the category of post-doctoral students, and evaluating the post-doctoral ensemble,
2. The possibility of doctoral students (students of the third cycle of studies) as teaching assistants,
3. Hiring experts and scientists on projects,
4. Differentiating existing teaching professions distribution through the criteria of selection, promotion and evaluation of work in terms of opening the possibility of profiling staff only in research or teaching careers,
5. Inclusion of additional criteria for selection and promotion which will recognize other criteria besides scientific papers, which are set as requirements in the European Charter and Code.

It is necessary that the new Law on Higher Education of Canton Sarajevo follows new trends, the Charter and the Code - European guidelines for the career development of researchers, on the one hand to encourage excellence, and on the other hand not to create feelings of insecurity and stress among employees.

In order to provide support in finding sources of funds for scientific research work / artistic research projects, and with the aim of promoting cooperation between science and economy, as well as support for connecting scientific institutions and the business sector through research projects, the University of Sarajevo undertook a number of activities in 2017 to establish a Research Center. and development, which was a program task from the 2016-2020 term. The document "Center for Research and Development - Assumptions and Functional Aspects of Establishment" was prepared and adopted; through the support scheme of the Federal Ministry of Education and Science, funds were provided for equipping this Center, and the first two employees of the Center were employed through the CS The administration of Erasmus + and other projects, and initiated activities in the field of technology transfer at the University of Sarajevo. scientific research work / artistic research work and strengthening infrastructure assumptions for scientific research work / artistic research work.

In the next term, the UNSA Research and Development Center will be further strengthened with human resources. The development of the Center is planned in two directions - the improvement of support for projects and project activities, and the protection of intellectual property and technology transfer. The center should provide institutional support for project activities, from application to project applications, through project management, to final project reporting activities. An important role of the Center is the role of providing education and training in connection with the preparation and management of projects (with special emphasis on young researchers).

In the coming period, develop a demo online platform for project management and project applications in order to more efficient project application procedures and project management, as well as dissemination of information on the types and number of projects in which the University participates to the academic community and the general public in B&H. For: merging of intellectual property rights and technology transfer, it is planned to continue the activities started in cooperation with the World Intellectual Property Organization (WIPO) and the Institute for Intellectual Property of B&H, and the main activities in this sector will be related to strategic connections with economic entities, standardization of product protection procedures and processes created at the University of Sarajevo, as well as support for technology transfer to economic entities and organizations that university "know-how" should use in the development of their business.

All these activities of strengthening and developing the Center for Research and Development should enable academic integration, as well as the use of university resources through public-private partnership. In addition to 5 scientific research institutes, organizational units of the University and research potentials in the form of sub-organizational units at faculties and academies, there is a need to open new research capacities in order to implement modern world trends in research, which will significantly contribute to innovation in the research of eligible financial funds. It is worth mentioning here the already started activity with CERN and the development of the Veterinary Institute at the University of Sarajevo as examples.

In 2019, the University of Sarajevo signed a Cooperation Agreement with CERN, the European Organization for Nuclear Research, even before the state authorities established official cooperation with this important European research organization. In addition, in 2019, the University joined the SEEIIST initiative (South East European International Institute for Sustainable Technologies) and the Hadron Ion Therapy Research Infrastructure (HITRI) project. It is a project that arose from the SEEIIST initiative for learned connection and technological progress in the region of Southeast Europe, which brings together all existing prestigious European institutions with decades of experience in hadron therapy and innovative technologies and unites them in a joint effort for further development and progress. Within this project, the University of Sarajevo took over the role of the main organizer of the conference "SEEIIST meets Industry", which was decided for the fall of 2020 due to the COVID-19 pandemic. In order to position the University of Sarajevo as its strategic partner and B&H for learned work, we plan the following which was decided for the fall of 2020 due to the COVID-19 pandemic.



In order to position the University of Sarajevo as its strategic partner and the state of B&H as an important destination for learned work, we plan the following which was decided for the fall of 2020 due to the COVID-19 pandemic. In order to position the University of Sarajevo as its strategic partner and the state of B&H as an important destination for learned work, we plan the following:

1. Hiring one person of a trained advisor to the position of head of the accelerator physics laboratory.
2. Hiring a post-doctoral student who will work at CERN and in the laboratory at UNSA.
3. Equipping the laboratory where the isotope production equipment will be located, which is an integral part of the plant to be built within the SEEIIST. This laboratory is the first part of the accelerator (Bill site) to be used as an isotope production unit and for the accelerator commission.
4. Establishment of cooperation with colleagues from CERN, which will be reflected in the exchange of researchers and support to the scientific-research and professional aspect of the laboratory's work.
5. Opening of doctoral studies in the field of experimental physics in cooperation with international experts, which will enable young people from Bill and the region to obtain a diploma in work.

One of the development ideas for the next term is the strengthening of the Veterinary Institute located at the Step site, where laboratory capacity is a prerequisite for the establishment of the Institute for Interdisciplinary Biomedical Research at the University of Sarajevo. The research capacities of this institution (human resources, space, laboratory, project documentation) represent a valuable resource for boosting the development of the Faculty of Veterinary Medicine and its activities and the University of Sarajevo, whether the interdisciplinary approach to research or the already started concept within the Faculty of Veterinary Medicine. By pursuing an interdisciplinary development concept, this research institution can be of considerable national interest.

## UNIVERSITY OF SARAJEVO - EXCELLENCE IN RESEARCH UNIVERSITY OF SARAJEVO - EXCELLENCE IN RESEARCH UNIVERSITY OF SARAJEVO - EXCELLENCE IN RESEARCH

In January 2019, the European Commission awarded the University of Sarajevo logo type. The European Commission awards this recognition to research institutions that have made significant progress in implementing the European Charter for Researchers and the Code of Conduct for Researchers. The recognition implies the implementation of the two-year Action Plan of the University Strategy for Human Resources Development in Research, harmonization of standards of working conditions and procedures for hiring researchers with European ones. Recognition implies that the University has taken appropriate steps to align its human resources policies with the 40 principles of the Charter and the Code through the implementation of the Research Strategy (HRS4R) and the Action Plan. In this way, the University of Sarajevo proves that it is continuously working to improve the working conditions for researchers, and to make significant progress in attracting international researchers and harmonizing its activities with the principles of the European Research Area.

For the past year and a half, we have worked hard to justify our trust. All the listed activities are foreseen by the University Action Plan (<https://www.unsa.ba/sites/default/files/dodatak/2018-06/4-template-4-action-plan-NOVO-UNSA.pdf>), and in the coming period we intend to continue their implementation in order to be recognized as an important research institution in the region.

### ARTS, CULTURE AND SPORTS

Arts, culture and sports are an extremely representative segment of the University's activity, which has been recognizable for many years in Bosnia and Herzegovina and Europe as well as in the world. In the term 2016-2020, for the first time in the history of the University of Sarajevo, a department was formed with a vice-rector and a special association for work and development in this area. Thus, the three art academies and the Faculty of Sports and Physical Education, with the results achieved so far in the formal-legal sense, received equal support from the University management. The reputation that artists and athletes, educated at local academies and the Faculty of Sports and Physical Education, bring to Bosnia and Herzegovina will be one of the pillars in the development and recognition of the University of Sarajevo in the future. In order to achieve this goal in the next term of office, the building of the Academy of Performing Arts will be completed and the issue of smiles will be raised, and thus the conditions for achieving even better results will be met. The development of the third cycle of studies at the art academies of the University of Sarajevo is one of the key tasks for the period 2020-2024.

The launch of doctoral studies will enable the education and rejuvenation of staff and their international affirmation. Procurement of new necessary equipment for art academies is also part of the program orientation in the mandate period 2020-2024. When it comes to the Musical Academy, in the coming period, additional efforts should be made to provide more favorable spatial conditions for the implementation of teaching and artistic activities and to develop a project for its placement on the Campus of the University of Sarajevo as a permanent solution.

To achieve this goal, talks have already begun between the University and line ministries in the Government of Canton Sarajevo. When it comes to the Academy of Fine Arts, in addition to the development of the third cycle of studies, it is necessary to provide the necessary conditions for awarding and improving studies in the field of restoration and conservation with the involvement of the Faculty of Architecture, University of Sarajevo. In addition to the mentioned program activities in the period 2020-2024, the University of Sarajevo, together with three art academies, will perform towards the founding and the line ministry of culture and sports in order to withdraw earmarked funds from that department to support projects.

In the field of sports, within the University of Sarajevo, the central place for education, development and research approach to sports is the Faculty of Sports and Physical Education with its established Institute for Sports. With its references and reputation, their knowledge goes beyond the University, so you can freely say that it is the leading institution for sports in Bosnia and Herzegovina.

The Faculty of Sports and Physical Education employs teachers who have top sports careers, such as the European champion in audio, participants in the Olympic Games, and also the president of the Olympic Committee of Bosnia and Herzegovina - the roof organization of sports. Through the study programs of the mentioned faculty, top European and world football players, athletes and competitors in martial arts are promoted. It is necessary to emphasize the fact that the Faculty also educates Paralympics, so one of the students who has a master's degree at this faculty is the captain of the national team of the most successful sport, which is sitting volleyball. One of the indicators of the success of students and staff of the Faculty is the fact that they participate in performing very responsible social spirits at different levels of Bosnia and Herzegovina.

As proof that the Faculty of Sports and Physical Education gives serious professional support to sports clubs in Bosnia and Herzegovina, it is that one of the teachers of this Faculty is a specialist coach of the football team of Bosnia and Herzegovina. The program orientation of the University of Sarajevo and this organizational unit is the active involvement of the Faculty of Sports and Physical Education in the formation and promotion of healthy habits and lifestyles.

## INTERNATIONAL COOPERATION

The three generic goal strategies (integration, informatization and internationalization) lead to increased visibility by shaping and promoting a specific common identity of the University of Sarajevo, and strengthening the infrastructure for scientific research and academic work, as well as strengthening the social dimension of the University for all business activities. Modernization is a precondition for strengthening academic responsibility, but also all forms of university autonomy, based on the constant improvement of the quality and performance of the University of Sarajevo.

Integration with decentralization will give everyone space to express their creative capacity, initiative and take responsibility for improving the performance of the University of Sarajevo. The goal is to involve all stakeholders and decentralization in order to nurture all kinds of university autonomy and build an attractive and appealing atmosphere for marriage, matching and research. In this way, the affiliation is strengthened, the specific identity and culture of quality are shaped and strengthened as the basis of the work of everyone at the University of Sarajevo. Of course, the adopted and published Strategy of International Cooperation of the University of Sarajevo 2018 (19) -2022 (23) (the act created for the first time in the history of UNSA) is a framework for the integration processes.

First step in this direction is the creation of a department (for each area of activity), ie a platform for fast, operational cooperation at the level of responsible persons of organizational units (vice-deans / coordinators / directors is!). Departments have already come to life through the integration implemented so far, and within the implementation of the Strategy. The departments are working on the implementation of joint activities such as enrollment and promotion and strengthening the capacity of human resources.

Second step in this direction is to strengthen the service for international cooperation. This service should have the basic mandate of representing the University of Sarajevo and coordinating activities in this area, as well as creating documents and procedures. It also should be set up as a center where all information flows into while the staff of organizational units implement operational tasks related to the areas of activity of the organizational unit.

Third step is to expand the network of UNSA staff involved in the activities of the departments of the international service, especially young people. In this part, it is necessary to strengthen the practice of creating smaller working groups that solve certain issues. Such groups are called "Circles of Quality" (KAIZEN management concept). This practice has been piloted and has been partially successful, but has given rise to very interesting initiatives and proposals for solving problems (Interactive calendar of events at UNSA as a planning and promotional tool, search machine and chat, Promotion project "Study at UNSA, study at SA", etc.).

Fourth step is to find students and get involved in all activities of international cooperation of the University of Sarajevo. We propose the formation of a "student department" that will include student representatives from all organizational units, then support the work of ESN (Erasmus Student Network), with the formation of an online platform that can be used for these purposes.

initiate activities to form policies, measures and definitions for collecting data on the social dimension of the University of Sarajevo (UNSA for ALL).

Fifth step is the further development of procedures, documentation (instructions, regulations, policies), informational and educational brochures and websites and social networks. For now, there is a strategy, regulations on mobility, procedures for mobility, application for international funds and the establishment of international cooperation. Further steps in the development are the development of procedures and documentation related to the recognition and evaluation and sharing of experiences gained at other higher education institutions (Erasmus without paper, online and regular enrollment of students on theft mobility, calendar of events and visits, etc.), ie data collection on international cooperation activities. This collection exists in the form of the preparation of an annual report, but it is not enough and needs to be improved.

Sixth step refers to the permanent work on creating the UNSA Profile (who we are, where we are and in what way we will present ourselves) which will be the basis for any promotion of the University of Sarajevo as a whole, but also organizational units. Visualization of the University profile should be professionally prepared and the basis of the identity of all organizational units.

Seventh step, joint interdepartmental, interdisciplinary and interfaculty work on strengthening the offer of programs, but also individual modules in foreign languages. This section should work on raising awareness of the need for such an approach, further development of the register (which has been done), further development of teachers' ability to develop digital forms of marriage and teaching, especially in areas that are new and attractive - short, intensive and modern courses and / or summer schools - PostCOVID education, food safety, etc.

When we talk about international cooperation, it is necessary to focus on the following: (i) Paperless Erasmus and postCOVID types of mobility, which involves the development of digital infrastructure (certain programs and staff training) and (ii) creating online resources for both promotion and process "Internationalization at home". In this sense, the strategies support:

- register of modules that can be used in foreign languages
- it was established for the first time at the UNSA level and support should be provided for its further development; joining the Erasmus paperless initiative
- joining the SGROUP network and providing access to an electronic ID for Erasmus students (but also others); on-line educational and promotional resources
- digital application for mobility competitions / scholarships, data collection from all organizational units, on-line enrollment for students who spend a semester at UNSA (and issuance of necessary documentation
- so we can have complete and registered insight into how many foreign students we have at UNSA, and this is also important for assessing the quality of the institution); an online platform for students to promote and design
- aimed at promoting study and providing support to foreign students (socialization and cultural life of UNSA students) and involving the ESN student network and the WBAumni club; profile of academic / research staff

- it is designed with all the details in order to offer the ability to quickly search by areas of staff, which will allow interested partners (affiliates and internally at UNSA) to find people working in a particular area with possible simple chat ;

an online hub to support brief digitization and mourn the digital competencies of students (teaching units), teachers and interested citizens; on-line "UNSA cafe" (meetings / workshops / presentations / guest appearances, etc.) and interactive calendar of all events at UNSA (instrument for planning and eating the identity of UNSA and involving everyone in the work of UNSA) - the basis for "internationalization at home" - - a platform that supports the digitization of this activity

Strengthening the international recognition and attractiveness of UNSA through a clearer connection with the city of Sarajevo (based on the testimonies of foreign students, it attracted them and gave them the opportunity to stay in Sarajevo). In this sense, we propose the initiative "The whole city one Campus - study in Sarajevo". academies and cultural events / galleries / concerts, congress tourism, etc.), but also for the purpose of mourning the quality of life and care for citizens (promotion of short food supply chains (urban agriculture), cuisine, biodiversity protection, "courses" from different areas for different target groups, etc.), and for the purpose of renewing platforms for dialogue and culture (guests from abroad and UNSA experts on various topics in various forms of dialogue). Within this initiative, the City would enable the use of attractive locations and support the creation of a hub / portal "Study in Sarajevo", then a multi-year promotional campaign (digital and off-line), and UNSA's involvement in the strategies of international university networks. SGROUP - mania operative moves to EU).

The formation of a special identity should be built on the contributing activities that contribute to it. In this regard, organizational units should approach moves and initiatives that will highlight their performance and visibility in given areas. The University of Sarajevo as a whole needs to more clearly shape its strategic approach to building international recognition and reputation. In this respect, the anchors, the focus of the point, should be:

- creating a budget line that will support activities related to stinking (palms, attendance at events, etc.)
- associations that are not focused on the region (where only we are invited or only stop UNI from the region) and which are smaller and operational and ready to involve us in all projects to which they apply on Erasmus or some multilateral overseas cooperation.

In this sense, priority should certainly be given to involvement in SGROUP, an AESI peacebuilding group (naked experience is a naked advantage, and this is direct support for the establishment of the Center for Human Rights, and it would be the basis for mourning the social dimension of UNSA);

The Confucius Institute as the bearer of cooperation with the People's Republic of China and the Faculty of Philosophy, the Faculty of Veterinary Medicine, which have built certain resources that could be used more efficiently to support cooperation. SGROUP membership would also be supportive in this regard.

Profile of the institution and strengthening the offer of programs in foreign languages. Here it is important to understand change in terms of education. Short attractive courses, summer schools are the best promotion of the University of Sarajevo.

This work should be approached in an organized manner and through a set of development projects. Scholarship Fair and International Staff Training Week, as two traditional activities that are a special feature of UNSA and which are very attractive, but which need to be further developed and improved.

Recognition and evaluation of work on international cooperation activities is the key to further development of internationalization at UNSA. In all regulations related to promotion and rewards, the criterion related to international cooperation should be included in some way. It would be great to introduce some kind of awards such as "Rector's Award for Promoting the Name of UNSA".

Creating a platform - "Open Dialogically Lab UNSA". To support internationalization at home, it would be necessary to build (on-line and off-line) a platform for organizing various forms of guest appearances, but also sharing experiences gained at foreign meetings and trips. resources for international activities in terms of organizing various events (central web portal for organizing workshops, conferences, seminars - software for registration, submission of papers, promotion, etc.) and a center to help improve the quality of journals (publishing council should do it) and their indexing in discontinued bases.

## QUALITY MANAGEMENT

In the period of 2020 - 2024, the quality department plans to implement activities that will contribute to the further development of quality management and assurance system at the University of Sarajevo, are in below:

1. Activities to increase the visibility of the University of Sarajevo;
2. Further development of legal regulations in the field of Quality management and assurance, development of software support for activities in the field of quality through the development of a unified information system, permanent education and promotion of quality culture at the University: organization of seminars, round tables, etc.);
3. Institutional re-accreditation of the University of Sarajevo and self-evaluation of study programs at all faculties and academies, and when circumstances allow, their accreditation.

In the last period, the University of Sarajevo, despite the complex period of integration it is going through, has made a significant step forward and implemented numerous activities that have resulted in a better positioning of the University on the world rankings.

On the Webometrics ranking list, according to the last cross-section in January 2020, the University of Sarajevo achieved its best position ever, ranking 1554 out of 30,000 universities, ranking among 5.2% of the best universities in the world. Compared to the period of July 2016, when the University of Sarajevo was positioned in 1820 out of a total of 24,000 Universities, a significant shift has been made, especially since the criteria for ranking are their secret shares in the overall grade, and tools for valorization according to individual criteria changed.

With the change and tightening of the criteria and the change of their weighting, there was a stagnation of the University, which at one intersection was positioned at 2367 place out of 28,000 universities, but thanks to the measures taken, final progress has been made by 813 seats. The overall ranking on the Webometrics list is based on four criteria and it is possible to follow a separate ranking by criteria.

According to the criterion of presence (Presence Rank), the University of Sarajevo advanced from 2517th place (out of 24,000 universities) to 597th place out of 30,000 ranked universities. It is important to emphasize that the share of this criterion in the overall ranking according to which the University of Sarajevo has made impressive progress has been significantly reduced from 20% in July 2016 to 5% in January 2020. The progress made in this criterion indicates that the management strategy to increase the visibility of the web space of the University of Sarajevo was successful. This great step forward and progress for 1920 places was contributed, among other activities, by the creation of a new website, which has been in operation since November 2017 and which has been visually improved to increase the University's visibility and to make it easier for its users.

The next criterion for considering is Impact. According to this criterion, universities are evaluated by the number of external links that the university's web domain receives from third parties, the so-called in-links. These links are recognized as institutional press, academic performance, value of information and usefulness of services introduced on websites in accordance with the criteria of millions of web editors from around the world. From the 2472nd place (out of 24,000 universities) occupied by the University of Sarajevo in July 2016, the University was positioned in 1732 place (out of 30,000 universities) in January 2020, which is an improvement of 740 places and represents a significant step forward. achieved by greater internationalization, organization of a larger number of conferences, workshops, realization of a larger number of projects, etc.

The third criterion of openness is taking into account the number of citations made by naked teachers and associates on Google Scholar. According to this criterion, the University has progressed from the 1672nd place it occupied at the crossroads from July 2016 to the 1475th place it achieved in January 2020, which is a progress of 197 places.

And finally, the fourth criterion is the excellence of research work. Academic papers published in international journals with great influence are here. Simply using the total number of papers can be misleading, so Webometrics has limited the indicators to only excellent publications, i.e. it only evaluates university science works, which are among the 10% of the most cited works in their fields. According to this criterion, the University of Sarajevo advanced from 2524 to 2275th place. We are pleased with the current trend of progress, considering that in the July ranking from 2016, Webometrics used data from the period 2010-2014, unlike in January this year, when the works from the period 2013-2017 were processed. Despite the fact that investing in forensic work is insufficient, The University has made progress in the field of excellence through internal incentives.



According to the QS ranking, university positioning is based on the evaluation of academic reputation, reputation of overthrown students, faculty / student ratio, number of papers per faculty, international research network, web presence and number of employees with doctoral degrees. The University of Sarajevo is valued for Emerging Europe and Central Asia EECA and in the last period 2016-2020 recorded progress from 131-140 places out of 200 ranked universities in 2017 to 120th place out of 350 ranked for 2020.

Round University Ranking (RUR) brings together 930 of the world's leading universities to measure their performance on 20 indicators across 4 missions: study, research, international diversity and financial sustainability. The University of Sarajevo, as the only university in Bosnia and Herzegovina, was included in this ranking for the first time in 2019 due to its commitment and is ranked 725th in the world (University of Zagreb is in 581st place, and the University of Ljubljana at 451st place).

In the next four-year term of office 2020-2024, it is planned to achieve continuity in activities that have led to a better positioning of the University on the world rankings and its greater visibility. It is a wide range of activities that include:

Better and more attractive visual presentations of all organizational / sub-organizational units (in domestic and English) of the University through their web portals, made with modern software tools and quality programming solutions that guarantee faster finding in Google Chrome, MS Edge, etc. Development of procedures that will enable more efficient implementation of research projects, Activities to encourage international cooperation and at the same time select world-famous universities and research centers as partners, Encouraging the internal research work it will result in publishing research results in relevant journals.

All activities that should be carried out in the period 2020 - 2024 will result in raising the quality of work of the University to a higher level, which will be manifested by a better placement of the University in the world rankings: among the 1000 best universities on Webometrics, among 100 universities according to QS ranking for Emerging Europe and Central Asia EECA, but also by placing on the QS ranking list for Europe, by positioning on the Shanghai ranking list (Academic Ranking of World Universities). All activities that should be carried out in the period 2020 - 2024 will result in raising the quality of work of the University to a higher level, which will be manifested by a better placement of the University in the world rankings: among the 1000 best universities on Webometrics, among 100 universities according to QS ranking for area of Emerging Europe and Central Asia EECA, but also by placing on the QS ranking list for Europe, positioning on the Shanghai ranking list (Academic Ranking of World Universities).

The current term of office 2016-2020 marked the appointment of the Vice Rector for Quality, with the intention to update the quality department, and develop a quality management and assurance system of the University of Sarajevo, which was explicitly included in the Rector's Work Program for 2016-2020. stated.

During this period, a number of legal acts were adopted, necessary for the systematic operation of the University, which formed the framework of the established quality assurance and management system at the University. and international experts for conducting external evaluation of the University of Sarajevo state the following statements:

"The integrated quality management system at the University of Sarajevo is an example of good practice. The Commission wants to encourage the University to fully implement the established system "(p. 49)." The integration process is ongoing, and in fact only a small part of it, in terms of legal status and finances, has been completed. An example of good practice is the integration of quality systems, where new procedures have been established and their implementation is at an advanced stage "(p. 45). "The University of Sarajevo has developed a Development Strategy in the process of serious and comprehensive public consultations and is a key document for further development focused on excellence" (p. 19).<sup>1</sup>

In the period 2020 - 2024 it is planned the following:

1. Implementation of activities that will lead to further development of the legal framework in accordance with the regulations of the Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina, as well as acts of the Ministry of Education, Science and Youth of Canton Sarajevo at the University of Sarajevo, which will contribute to strengthening the unified quality system.
2. The strategic commitment of the University of Sarajevo has been re-tested and constantly harmonized with modern trends and trends of respectable and leading world and European universities, as well as the needs of the community in the global, regional and Bosnian frameworks. This is planned to be achieved by organizing round tables, days of strategic planning, selection of world respectable partners, through bilateral cooperation of the University with world and European leading universities, and individual and joint activities in all departments of the University of Sarajevo.
3. Further development of a unified information system for:
  - a. conducting an online evaluation of the work of academic staff and the success of the implementation of study programs,
  - b. for online implementation of institutional and self-evaluation of study programs.
4. Development of a digital repository of doctoral dissertations and abstracts of the first and second, and integrated first and second studies.

Very important activity that marked 2019 in the field of quality assurance and management at the University of Sarajevo is the successful implementation of the institutional reaccreditation procedure of the University of Sarajevo by the Agency for Development of Higher Education and Quality Assurance in Bosnia and Herzegovina. Based on the Decision on Institutional Accreditation of the Higher Education Institution "University of Sarajevo" No. 11 / 05-38-3709-3 / 19, adopted on September 10, 2019 by the Ministry of Education, Science and Youth of the

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<sup>1</sup>[http://www.heg.gov.ba/akreditacija\\_vsu/dokumenti/UNSA\\_lzviestaj\\_komisiie\\_strucnjakal.pdf](http://www.heg.gov.ba/akreditacija_vsu/dokumenti/UNSA_lzviestaj_komisiie_strucnjakal.pdf)

Canton Sarajevo, the Agency issues a Decision on entry of the University of Sarajevo in the State Register of Accredited Higher Education Institutions in Bosnia and Herzegovina, No. 05-33-1-166-11 / 19 dated 19 September 2019. The decision on accreditation was issued for a period of five years.

In the next ten-year period 2020-2024, it is planned to do the following:

*- conduct the process of institutional re-accreditation of the University (by September 2024). On this occasion, efforts will be made to achieve full fulfillment of all ten criteria according to which institutional accreditation is performed, based on the adopted Action Plan for improving and improving the quality system at the University of Sarajevo for the period 2020-2024, and activities and engagements of all University employees. it is guided by the recommendations of the Reaccreditation Commission.*

*- self-evaluation of study programs at all faculties / academies, and when the financial conditions are met and when the Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina removes ambiguities in the implementation of accreditation of study programs, perform their accreditation.*

The following are some of the comments of the Commission of Domestic and International Experts for External Evaluation of the University of Sarajevo listed in the Report<sup>2</sup>: issues until 2016, there was a complete stalemate at the University, and to encourage the University of Sarajevo to continue the processes started ".

*"Representation of students in the structures of the University of Sarajevo, and in working structures in the development of policies, concepts and programs, as well as direct funding of student organizations from the University budget are examples of good practice." the process of integration of the University (several previous managements of the University have refused to face this challenge), and to achieve the key result of the initial phase - the completion of legal and financial integration. pp. 48/49).*

The Library of the University of Sarajevo as a sub-organizational unit of the University will establish a unique library and information system at the University of Sarajevo. The term of office 2016-2020 is marked by a series of activities towards the establishment of an integrated library of the University of Sarajevo through normative regulation of this segment at the level of the Rulebook on Internal Organization and Systematization of Workplaces. unique library and information services at the University level follow the norms and standards from the library activities. Through the integration of the Library of the University of Sarajevo, the issue of missing libraries in certain organizational units can be resolved and the work of existing ones improved.

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<sup>2</sup> [http://www.heg.gov.ba/akreditacija\\_vsu/dokumenti/UNSA\\_lzviestai\\_komisije\\_strucniaka1.pdf](http://www.heg.gov.ba/akreditacija_vsu/dokumenti/UNSA_lzviestai_komisije_strucniaka1.pdf)

## FINANCIAL INTEGRATION AND BUDGET OF THE UNIVERSITY

During the 2019, in accordance with the 156th Law on Higher Education of CS, and after the signing of the Collective Agreement for Higher Education and Science at the University of Sarajevo in October 2018, the University of Sarajevo has its financial operations through the Unified Treasury Account of Canton Sarajevo. The transition of the University of Sarajevo and its faculties, academies and institutes to business through the Unified Treasury (JRT) of Canton Sarajevo is certainly one of the most significant steps in the University integration process, and one of the most complex undertakings in the overall history of the University.

In this process, in accordance with the decision of the Canton Sarajevo Assembly, and the order of the Cantonal Government, Faculties, Academies and Institutes of the University of Sarajevo proceeded to close transaction accounts and transfer funds to the Canton Sarajevo Treasury Single Account (to the Government of KS No. 08-14-5633 / 19 of 28 February and 02-05-13232-22 / 19 of 4 April 2019). With this order, the organizational units of the University of Sarajevo paid funds in the amount of 35,345,776 KM to the deposit account of the Canton Sarajevo. In 2019, and after additional entries during the year, the planned budget of the University of Sarajevo amounted to 195,066,542 KM. Out of 125,869,561 KM, which is the budget revenues of the University of Sarajevo, the budget revenues of the University of Sarajevo amounted to 18,046,155 KM, that is, the budget expenditures of the Canton Sarajevo for the needs of the University amount to 107,823,406 KM, which is an introduction of 47% compared to 2017 when the current transfers received for all faculties, academies and institutes amounted to 73,057,180 KM. The total realized revenues, receipts and financing in 2019 amounted to 43,868,585 KM, which is an increase of 19% compared to 2017, when the tax-free revenues of all faculties, academies and institutes amounted to 36,618,103 KM.

The realization of the budget of the University of Sarajevo in 2019 amounted to 148,492,661 KM, or 76.12% of the planned budget, and according to the structure of funding sources, the University relied mostly on budget revenues of the Canton Sarajevo, which were realized in the amount of 123,053. 509 KM, or 97.84% of planned budget. According to the structure of spending, the budget of the University is mostly realized on the positions of salaries and compensations of employees, which make up 72.90% of the total budget performance.

artistic research, professional and artistic projects, of which 271 international projects are co-financed from the EU and other international funds and sources (including COST actions), and 303 projects co-financed by own funds of UNSA organizational units, through cooperation with the economy, or from the budget of Canton Sarajevo, Entity, and official resolutions of ministries and their funds. The total value of contracts for projects signed in 2019 by the University of Sarajevo with European executive agencies for science and higher education funds, and with federal and cantonal line institutions is 5,147,990.85 KM. 303 projects were co-financed by own funds of UNSA organizational units, through cooperation with the economy, iii from the budgets of cantonal, entity, and official ministries and their funds. Total value of contracts for projects

signed in 2019 by the University of Sarajevo with European executive agencies for science and higher education funds, and with federal and cantonal line institutions is 5,147,990.85 KM.

After the organizational units of the University transferred (branched) their own revenues, transfers and donations from previous years in the amount of 29,148,423 KM, the total budget of the University of Sarajevo for 2020 amounted to 195,442,125 KM. Part of this University Budget is the funds approved for the procurement and implementation of the financial information system of the University in the amount of 800,000 KM, as well as funds for the establishment of a unique authentication system of the University as a key prerequisite for full connection to "eduroam". Finally, in accordance with Article 12 of the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina and Article 7. Rulebook on the implementation of financial management and control in the Federation of Bosnia and Herzegovina, the University worked on the system of financial management and control in 2019, and 25 organizational units of the University submitted the Decision on appointing a representative responsible for financial management and control. In accordance with Article 14 of the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina and Article 10 of the Rulebook on Implementation of Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina, all organizational units of the University submitted a completed form report on the functioning of the financial management and control system - GI FUK "for 2019, which were sent to the competent ministry through the Rectorate. worked on the system of financial management and control, and 25 organizational units of the University submitted the Decision on the appointment of a representative responsible for financial management and control. In accordance with Article 14 of the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina and Article 10 of the Rulebook on Implementation of Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina, all organizational units of the University submitted a completed form report on the functioning of the financial management and control system - GI FUK "for 2019, which were sent to the competent ministry through the Rectorate. worked on the system of financial management and control, and 25 organizational units of the University submitted the Decision on the appointment of a representative responsible for financial management and control. In accordance with Article 14 of the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina and Article 10 of the Rulebook on Implementation of Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina, all organizational units of the University submitted a completed form report on the functioning of the financial management and control system - GI FUK "for 2019, which were sent to the competent ministry through the Rectorate. and 25 organizational units of the University submitted the Decision on the appointment of a representative responsible for financial management and control.

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In the forthcoming period, it is necessary to continue working on financially consolidating and consolidating the University, securing the necessary additional funds within the Canton Budget - in accordance with the provisions of the signed Collective Agreement, and providing overall support for more efficient and effective management of the University's financial flows. and the introduction of a unified financial information system of the University). At the same time, the end of the legal integration process imposes the need to resolve a number of issues related to the overall processes of financial operations, management and control. Through the creation of related, but also the modification of existing, Funds were provided for the establishment of a single Financial Information System (hereinafter "FIS") of the University of Sarajevo. The financial information system is intended to connect all organizational and sub-organizational units of the University in a single information space, functionally and procedurally connected in accordance with the Law on Higher Education of Canton Sarajevo. The new financial information system should include all organizational and sub-organizational units of the University, ie: all faculties, academies, institutes, and centers that make up the integrated University of Sarajevo. The financial information system itself will include the following components: (i) a set of financial and accounting modules, (ii) a set of modules for the preparation and planning of budgets, and (iii) a set of modules for the planning and implementation of public procurement. The new information system should provide the listed components and functionality at all organizational units of the University, and ensure the process connection to the Auxiliary Operational Center for Higher Education, as well as the treasury information system of the Ministries of Finance of Canton Sarajevo. With the tender additional documentation, but also with all project solutions as well as the defined architecture of the system, the financial information system of the University provides comprehensive support for the commitment to the "integrated but decentralized University of Sarajevo".

The financial information system will be implemented within the university network of the University of Sarajevo, using the existing infrastructure. Operationally, the FIS will work within a closed network in the Canton Sarajevo, and as an integral part of the project, and for the purposes of FIS implementation, the necessary hardware infrastructure will be provided for the organizational units of the University. Funds of a total of 800,000 KM have been provided for the implementation of the project of establishing a single financial information system of the University of Sarajevo. After approval, the funds were made available to the University in October 2019, and in December 2019, an international tender was announced to select the most favorable bidder. Although the modules will be operational successively during the year, by the end of 2020 the completion of the central modules of the system is expected, while in the first half of 2021, the

completion of all defined modules and ensuring the full functionality of the financial information system of the University is echoed. The project of establishing a Digital Identity at the University of Sarajevo and joining the "eduroam" movement aims to establish a unique authentication system of the University, by creating a unique digital identity for all students and employees of the University, as a key prerequisite for full connection to "eduroam" and subsequent moves of the University of Sarajevo. , all and for services such as digital index, e-diploma, etc. The project creates technical and organizational preconditions for issuing and authenticating digital certificates / identities for over 30,000 users in the first year, while in the second year / phase it envisages the establishment of a "student ID card" system. for all 27.

In addition to status, digital / e-cards should be used as a basic authentication tool when using all eUNSA information solutions modules, as well as all other services that the University should establish in accordance with the Law. The establishment of a unique StudentID system of the University would create preconditions for connecting students and teachers of the University of Sarajevo to the "eduroam" movement, which currently includes over a hundred countries around the world. , improving governance and management, encouraging international cooperation and involving B&H in the EHEA and ERA space. In operational terms, the authentication and authorization process will ensure that the user (employee, student, guest lecturer, etc.) registers only once in its parent higher education institution that manages identities, is responsible for the authentication of its users. At the same time, a single user authorization solves the problem of inter-institutional authentication and authorization, so that the University becomes a single information space, and allows users to access different resources in different higher education institutions (access to mobile, computing services web resources, applications and information systems such as e-learning, online libraries, etc.). Funds of 700,000 KM have been provided for the realization of the first phase of the project of establishing a unique Digital Identity of the University of Sarajevo. is responsible for the authentication of its users. At the same time, a single user authorization solves the problem of inter-institutional authentication and authorization, so that the University becomes a single information space, and allows users to access different resources in different higher education institutions (access to mobile, computing services web resources, applications and information systems such as e-learning, online libraries, etc.). Funds of 700,000 KM have been provided for the realization of the first phase of the project of establishing a unique Digital Identity of the University of Sarajevo. so that the University becomes a single information space, and allows users to access the same credentials of different resources in different higher education institutions (access to mobile and computing services, web resources, applications and information systems such as e-learning, on- line libraries, etc.).

The Library of the University of Sarajevo will be the first newly built facility within the scope of the University of Sarajevo Campus. The project of building and equipping the Library building

was fully financed by a grant from the Saudi Development Fund, signed in 2016. The library building is designed as a modern facility that will meet all modern standards of librarianship and education in general. The total usable area of the building is 13,500 m<sup>2</sup>, and in addition to the two above-ground floors of the reading rooms, arranged by groups of the University, administration, rest rooms, and the University Tele-Informatics Center (UTIC), it also includes two underground rooms build, as well as a large educational hall with over 360 seats.

In the last period, a number of extremely complex and demanding activities have been completed with the aim of implementing the described project, the most important of which are: Preparation of tender documentation and successful implementation of the Project Designer for the construction and equipping of the University Library; Preparation of tender documentation and successful implementation of the activities of selecting the Auditor of the Detailed Design for the construction and equipping of the University Library and Supervision over the execution of works - contract signed in July 2018; Preparation of pre-qualification documentation and implementation of an extended procedure for selecting short lists for the works - February 2020; Preparation and delivery of the Detailed Design for the construction and equipping of the University Library by the selected designer - April 2020. year; Decision approving the urban planning consent for the construction of the University Library building - May 2019;

Postponement of the procedure for obtaining a building permit - May 2020; Preparation of tender documentation for the international tender for the selection of the Contract and its submission for approval by the Saudi Development Fund - May 2020.

In addition to the above, there are a number of operational procedures, such as: preparation of project documentation at the level of Preliminary design for relocation of the existing heating pipeline at the location of the future facility - activities completed in May 2020; preparation of project documentation at the level of the Main Project for the construction of the connected water supply and sewerage system according to the conditions of the PE ViK - activities completed in February 2020; and a number of other project and implementation activities. In the following period, it is necessary to end the selection of the Contract and start with the realization of the construction of the facility itself. The planned deadline for completion of all construction works on the University Library building is twenty months from the beginning of the works.

## UNIVERSITY CAMPUS IN SARAJEVO

The spatial coverage of the University of Sarajevo Campus can be qualified as one of the most attractive features within the central urban matrix of the city of Sarajevo, which, on a daily basis, gravitates to tens of thousands of users. It is undeniable that the location of the Campus offers a number of comparative advantages over other locations in the city, such as the close proximity and concentration of public institutions, business, commercial and recreational facilities. At the same time, this is the most significant challenge when it comes to the development and urban planning of the Campus. Thanks to the fact that this area was once used by the army, and as such was a closed character, today it is a coverage of 136,856 m<sup>2</sup> (Federal Administration for Geodetic and Property Affairs 2017) which forms a single unit. The ratio of built-up and unbuilt-up land is still in favor of open areas, while existing built-up building plots with a low coefficient of construction



are also included. Over the past four years, the Directorate for Campus Construction and Maintenance (DIOC) has been established and trained in order to accelerate the development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University was registered as the owner of the entire Campus. The ratio of built-up and unbuilt-up land is still in favor of open areas, while existing built-up building plots with a low coefficient of construction are also included. Over the past four years, the Directorate for Campus Construction and Maintenance (DIOC) has been established and trained in order to accelerate the development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University was registered as the owner of the entire Campus. There are also existing construction plots with a low coefficient of construction. Over the past four years, the Directorate for Campus Construction and Maintenance (DIOC) has been established and trained in order to accelerate the development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University is registered as the owner of the entire Campus. There are also existing construction plots with a low coefficient of construction. Over the past four years, the Directorate for Campus Construction and Maintenance (DIOC) has been established and trained in order to accelerate the development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University is registered as the owner of the entire Campus. The Directorate for Campus Construction and Maintenance (DIOC) was established and staffed with the aim of accelerated development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University was registered as the owner of the entire Campus. The Directorate for Campus Construction and Maintenance (DIOC) was established and staffed with the aim of accelerated development, activation and articulation of the overall scope of a modern university Campus, following the example of successful examples in the world. In this regard, in the last period, and based on the provisions of 6'1. 338 of the FB&H Law on Real Rights, the University of Sarajevo transformed the ownership of land within the scope of the UNSA Campus before the Municipal Court in Sarajevo, whereby the University is registered as the owner of the entire Campus.

In the coming period, it is necessary to pay the existing facilities, which are planned to be kept within the Campus, in the land register, prepare guidelines for amending the current regulatory plan according to the strategic commitment of the University, and prepare changes to the current regulatory and master plan of the Campus in cooperation with European Investment Bank. In addition, it is planned to intensify activities on the construction of the Campus, especially: the construction of the university library, the central university park, as well as the construction of facilities for organizational units of the University according to the adopted master plan and feasibility study. Execution of construction works on the construction of the University Library is planned in the period of twenty months from the beginning of the works, and during the next four years, the completion of construction works on the construction project is planned, as well as all activities on equipping the University Library. Execution of works should start in the fourth quarter of 2020. As part of this process, in the coming period it is planned to carry out works on the construction of the University Park, which in accordance with the adopted planning solution should become the gravitational point of the Campus and attract students and residents of the entire urban part of the city.

Regular maintenance and insurance, primarily due to the size of the Campus, is certainly a special challenge. More precisely, it is necessary to prepare a planned arrangement of stationary traffic within the Campus. If possible, for the needs of arranging the parking space, a planned arrangement of all parking spaces within the Campus will be made in the form of open parking lots and underground garages. Then, the fence around the Campus will be reconstructed, the green areas will be regularly drained, and the security system will be improved by hiring additional employees for physical security, entrances and facilities in the area. Furthermore, as a big problem and an extremely complex undertaking, it is necessary to divert the western part of the Campus from construction waste, which means mocking devastated buildings, removal of existing construction waste, designing and other preparatory works for the construction of that part of the scope. Due to more efficient use of available resources of the University, in the next period it is planned to reconstruct the existing building of the old boiler room for the needs of permanent accommodation of administrative and technical services of the University related to the Campus.

The master plan of the Campus was made in 2001, and following the changes in all parameters related to the development of the master plan, it is necessary to amend the current regulatory and master plan of the Campus. To this end, through cooperation with the European Investment Bank (EIB) and the French Development Agency (Agence Francaise de Developpement - AFD), and in cooperation with the Cantonal Government, activities have been initiated to provide technical assistance in the form of consulting services for modification of the master plan.

The approved Technical Assistance for the University of Sarajevo at the beginning of 2020, entitled "Sarajevo Campus Regeneration Project", described in the "Technical Assistance Concept Paper", defined a budget for the proposed technical assistance in the amount of EUR 500,000, which will be a grant for the University of Sarajevo, will be provided by the EIB within the Urban Project Finance Initiative. which will in the second phase be supported by a loan from EIB.

The main activities within the technical assistance are aimed at revising the existing Master Plan and preparing a Feasibility Study, in-depth analysis regarding the assessment of the final scope

and commitment of loan financing by the relevant EIB and AFD committees, as well as preparation of next project implementation steps. Technical assistance will also include measures to support the ongoing process of functional integration of the University of Sarajevo, promotion of cross-fertilization of university components (faculties, innovation / R&D activities, and related facilities) that will attract more students in the future, design of a greener Campus in terms of climate change, The EU New Green Deal and EU standards for modern Campuses, and better organic and functional integration of Campuses with the surrounding area and the rest of the capital. The program task for the described Technical Assistance will be prepared by the EIB in cooperation with the expert team of the University of Sarajevo, and the assistance itself will be completed within 12 months from the date of concluding the contract with the selected consulting company. Through the development of a new regulation plan for the University Campus, among other things, conditions should be created for the accommodation of all 5 teaching and research institutes, as three are now located in temporary spaces outside the Campus.

## COOPERATION BETWEEN UNIVERSITY OF SARAJEVO AND THE FOUNDER

The founding rights of the University of Sarajevo have been transferred to the Canton Sarajevo, which enacted the Law on Higher Education of the Canton Sarajevo, as well as a number of bylaws governing the work of the University of Sarajevo. The first issue from the current activities in the field of integration of the University is the end of the legal integration. Starting from the fact that the current Law on Higher Education of Canton Sarajevo from 2017 contains a number of shortcomings and limiting elements, the second area of cooperation between the University and the founders (through the Ministry of Education, Science and Youth of Canton Sarajevo) is the drafting of a new Law on Higher Education. give active dominos in creating the best possible solutions and removing existing barriers to development and work. The third issue is the budget of the University on which the development and material status of the employees of the University depend. Within this issue, the University must engage in the development of a new collective agreement in order to protect and improve the standards of employees. The fourth issue is cooperation in the field of construction and maintenance of the University Campus, while the fifth issue refers to the continuous rejuvenation of the structure of employees at the University.

The offered Work Program for the term of office 2020-2024 is conceived in its planting according to the commitment to transformation into a modern, integrated and decentralized University of Sarajevo. This is a condition for blowing away the autonomy of the University, which must increase the sum of the autonomy of organizational units that will decide on all important issues within the scope of its work, within the roof institution of the University. The model of an integrated and decentralized University will enable the development and improvement of the quality of organizational units.

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