

UNIVERSITY OF ZENICA



RECTOR'S OFFICE
Department for QA and QI

THE UNIVERSITY OF ZENICA PROGRAMME OF WORK AND DEVELOPMENT FOR THE PERIOD OF 2013-2017 BASED ON KEY PERFORMANCE INDICATORS (KPI)

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May, 2013

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Preface,

Within the frame of the ten-year effort to build an adequate system of quality assurance and improvement of work quality and process management at the University of Zenica, a especially significant place has been given to the system development and management based on the Key Performance Indicators (KPI). These indicators have been tracked through the internal state evaluations of the University, and as well its organizational units, for more than five years, and therefore, all employees have been given the realistic assumptions to clearly create an objective picture of the institution state.

An insight into the Key Performance Indicators and management based on them creates a realistic assumption for managing the processes of higher education institutions in a modern way, which characterizes all institutions in the 21st century. Also, the higher education makes no exemption to this.

The strategic development of a higher education institution based on monitoring, careful analysis, interpretations of KPIs, and foreseeing their movement, represents a new way of planning of development of a higher education institution. Picture of the current social situation, and as well, KPIs at the University of Zenica for the last 2-3- years have been suggesting that in regard to development planning, a concept of "static development" should be applied, which then, inevitably, will challenge the very development or it will lead to stagnation. In that sense, KPI predictions for the future, which are given here, reflect a desire for development, and not stagnation of the institution.

At the end of this preface, UNZE project team wishes to thank to the EU for funding this Tempus project, and also, UNZE would like to thank to the project leaders from Ka-Ho Saint Lieven University of Ghent (Belgium) and the University of Mostar for an excellent management in the course of entire project, and a special thanks to Prof. Norma Rayan, from the University College of Cork (Ireland) for providing us with the opportunity, 7-8 years ago, to learn on the example of her UCC how to manage KPIs at the best way. On the basis of this project, the University of Zenica obtained a valuable donation, i.e. software for monitoring of KPIs and managing study programs; there was also an IT center for KPI management with pieces of modern equipment, and finally, the opportunity to consistently apply „the maxim of an organization, which constantlly learns in order to develop continually."

Zenica, May 2013

***Prof. Dr Sc. Darka Petković
UNZE Vice-rector with associates***

1. INTRODUCTION

General data on UNZE

Full name: **UNIVERZITET U ZENICI –
UNIVERSITAS STUDIORUM ZENICIAENSIS
UNIVERSITY OF ZENICA**

Address: **FAKULTETSKA 3
72 000 ZENICA
BOSNA I HERCEGOVINA**

Official emblem.....

Tel.: **+ 387 32 444 430
+ 387 32 444 420**

Fax. **+ 387 32 444 431**

Web site: **www.unze.ba**

Type: **PUBLIC INSTITUTION**

Number of students: **5592 (Data on 31.12.2012...4554 1ST CYCLE+ 972 2ND CYCLE -
MASTER + 66 3RD CYCLE –DOCTORAL STUDY)**

Number of lecturing personnel: **441 (132 FULL TIME EMPLOYED+ 105 PART TIME
EMPLOYED + 204 GUESTS)**

Number of full time employed: **356**

Official e-mail address: rektorat@unze.ba

On 31st December 2012 there was 10 OU at UNZE and one associate member with the status of OU:

- Faculty of Metallurgy and Materials
- Faculty of Mechanical Engineering
- Faculty of Polytechnic
- Faculty of Education
- Faculty of Economics
- Faculty of Law
- Faculty of Health
- Metallurgical Institute "Kemal Kapetanović"
- Student Centre
- Islamic Pedagogical Faculty (associate member)

Suborganizational units within the UNZE (under the Rectorate) are:

- Entrepreneurship and Innovation Centre
- Centre for Global Legal Understanding
- Centre for Social and Inter-religious Research



UNZE positioning

Work and development of the University of Zenica, from the beginning of its work in October 2004, until today, can be divided in two main phases. The first phase, from 2004 till 2009, when whole set of activities, which established academic and business structure of the University of Zenica, was performed and when all indicators had positive trends. The second phase, from 2009 until today, when some parameters stagnated or had oscillations, sometimes positive and sometimes negative trends. This can be fully explained as an impact of the environment: crisis, restriction, stagnation of the ZDC budget, etc. However, if we look on the things in general and if we take the position of the University on the world's ranking list (Webometrics ranking) as relevant information then we will see a constant improvement. Within the first years of its work the University reached the position 5000 compared to the beginning when it was on the position 9500, in the last three years it has improved and took the position 3152 (data on 4th February 2013). Currently the University of Zenica holds a position after two public universities in B&H: University of Sarajevo (position 1272) and University of Tuzla (position 2989). We will give an overview of public universities in B&H and their positions just for the sake of comparison: University of Banja Luka - 6040, University of Mostar - 6213, University "Džemal Bijedić" Mostar - 7783, University of Bihać - 10942 and the University of East Sarajevo – 14660.

Thus, the activities that were carried out in the previous years with the aim of positioning the University of Zenica in the academic area of Bosnia and Herzegovina and closer and broader surrounding bore fruits. However it must be admitted that the main activity in 2011, which has continued in 2012 also, was "surviving" of the University in hard conditions, before all conditions imposed by the environment. Here all aspects of functioning of the University as a higher education institution are considered: academic, educational, scientific-research, developmental, business, etc.

Key Development Parameters of UNZE in the last 10 Years

Table 1.1. shows some comparative data for the period September 2004 and December 2009, December 2010 and December 2011, and December 2012.

Table 1.1. Comparative indicators of the University of Zenica for the period September 2004 to December 2009, December 2010, December 2011 and December 2012.

INDICATOR	September 2004.	December 2009.	December 2010.	December 2011.	December 2012.
Number of full members	3	8	8	9 ¹⁾	9 ¹⁾
Number of associate members	1 ²⁾	1 ²⁾	1 ²⁾	1 ²⁾	1 ²⁾
Number of study departments	10	23	23	24	25
Number of faculties with organized second study cycle	3	7	7	7	7
Number of second cycle studies organized at the University	0	2	2	2	2
Total number of employees	110	365 ⁴⁾	364 ⁴⁾	356 ⁴⁾	356 ⁴⁾
Number of full time employed Doctors of Science	26 ³⁾	73 ⁴⁾	79 ⁴⁾	81 ⁴⁾	89 ⁴⁾
Number of the engaged in the teaching process (full time employed)	60	134 ⁵⁾	131 ⁵⁾	129 ⁵⁾	132 ⁵⁾
Total number of students	2200	5850	4911	5991	5592
Number of postgraduates (students of second cycle)	50	631	802	996	972
Number of registered doctoral dissertations at the University of Zenica	6	30	42	72	114
Budget, KM	4.400.000,00	13.600.000,00	14.134.000,00	13.811.343,00	13.481.226,00
Average personal income, KM	564,00	1128,00	1188,91	1203,23	1240,00

Note:

1) seven faculties, Student Centre, MI „Kemal Kapetanović“,

2) Islamic Pedagogical Faculty

3) till the end of 2012 fourteen have been retired,

4) including Islamic Pedagogical Faculty

5) not including lecturers and collaborators of the Faculty of Health, employed at health institutions in ZDC.

The human resources structure of the University of Zenica is shown in table 1.2. Taking into consideration the adopted Standards for performance of higher education where the threshold of staffing is explained in the sense that it is needed to have $\frac{1}{2}$ of full-time employees, $\frac{1}{4}$ from the surrounding and $\frac{1}{4}$ of visiting staff and considering the number of achieved full-employed teaching staff it may be concluded that the University of Zenica still has the efforts to make in order to meet this criterion. Current coverage of subjects with full-time employed teachers at faculties of the University of Zenica is:

- Faculty of Metallurgy and Materials – 91%
- Faculty of Mechanical Engineering – 96%
- Faculty of Philosophy – 39%
- Faculty of Economics – 77%
- Faculty of Law – 74%
- Faculty of Health – 67% (including lecturers and collaborators employed at health institutions in ZDC),
- Faculty of Polytechnic– 86%
- Islamic Pedagogical Faculty – 65%.

Table 1.2. The human resources structure of the University of Zenica in the year 2012.

Rectorate and Organizational units	Teaching staff and officers						Total Teaching staff	Administration personnel	Total
	Full prof.	associate prof.	Assistant prof.	Senior assistant	Assistant	Others			
Rectorate	5	-	-	-	-	-	5	41	46
Faculty of Metallurgy and Materials	3	6	7	1	1	-	18	15	33
Faculty of Mechanical Engineering	3	6	4	9	1	1	24	18	42
Faculty of Philosophy	1	8	8	4	6	2	29	12	41
Faculty of Law	2	4	5	6	2	-	19	2	21
Faculty of Economics	1	2	8	1	2	-	14	5	19
Faculty of Health	1	1	1	-	-	-	3	3	6
Faculty of Polytechnic	-	-	1	-	-	-	-	-	1
Students Centre	-	-	-	-	-	-	-	16	16
M.I."K.Kapetanović	-	-	-	-	-	-	-	-	99
Total	16	27	34	21	12	3	113	211	324
Islamic Pedagogical Faculty	1	6	5	6	1	-	19	13	32
TOTAL	17	33	39	27	13	3	132	224	356

Teaching staff structure of the University of Zenica is shown in the table 1.3. It can be noticed that there is still a large number of engaged staff on the basis of part-time contracts compared to full-time employees. However, it should be noted, that often there is no possibility to provide a contract for full employment of the selected teachers, due to the lack of planned budget funds and due to the prescribed procedure of asking for assent.

Table 1.3. Full-time employees and external collaborators of the University of Zenica in the year 2012.

FACULTY	FULL-TIME EMPLOYEES						PART-TIME EMPLOYEES						Σ
	FP	AP	ASSP	SASS	AS	Σ	FP	AP	ASSP	SAS	AS	Σ	
Rectorate	5	-	-	-	-	5	-	-	-	-	-	-	5
Faculty of Metallurgy and Materials	3	6	7	1	1	18	3	2	5	3	2+2**+1***	18	36
Faculty of Mechanical Engineering	3	6	4	9	1+1***	24	3	2	3	3	4	15	39
Faculty of Philosophy	1	8	8	4	6+2**	29	3	13	20	12	16	64	93
Faculty of Economics	1	2	8	1	2	14	2	4	11	5	6+4***	32	46
Faculty of Law	2	4	5	6	2	19	1	3	6	-	-	10	29
Faculty of Health	1	1	1	-	-	3	7	11	20	25	2+37***	102	105
Faculty of Polytechnic	-	-	1	-	-	1	3	-	5	4	11	23	24
Islamic Pedagogical Faculty	1	6	5	6	1	19	12	7	8	12	6	45	64
TOTAL	Σ 132						Σ 309						441

Code: FP-full professor, AP-associate professor, ASSP – assistant professor, SAS- senior assistant, AS-assistant, Σ-total, * lecturer, ** professional collaborator, *** collaborator without title

Mission and vision of UNZE development

Mission of UNZE is based on three basic components of higher education institutions:

- ✓ Teaching-scientific (educational) work;
- ✓ Scientific and research work;
- ✓ Service of social community.

These three components of higher education are interdependent, but in order to observe and manage the processes at the University easier, they can be divided as follows:

- Education, through teaching and through the process of scientific research, of high-quality, young professionals (students), and adults also, in all fields of teaching that exist at the university, so they can be productive in their current and future activities
- Continuous monitoring and improvement of scientific research at the university; training (education) and involving larger number of young people (assistants and other youth) in this process; linking the university with the environment, economic and cultural events.

Mission of UNZE involves helping the economic, social and cultural development within and out of the borders of the region and the country, by providing scientific and technical support. Thereby the UNZE must fit in with national and international quality criteria for education and scientific activities and results. In other words, all the results of the teaching-scientific, scientific-research and professional work at UNZE must have the character of universal values that are not measured only with regional qualitative assessments.

UNZE vision is to become modern and respectable higher education institution, involved in joint academic area of Europe and the world. With this vision UNZE should, by the year of 2017, grow into smaller flexible university with about 12 members (organizational units: faculties, institutes and other), which would offer 20-30 diplomas (study departments) and have about eight thousand students that would work and live in several functional campuses.

The purpose of higher education and scientific research development in Zenica is to use in an organized and previously conceived way, through the form and UNZE organizational structure, all available resources and to focus future activities on the development of teaching-scientific work and scientific research. Besides this, in this way the optimal use of the stated resources for the purpose of economic and social development of Zenica and the region is possible.

Planned development assumptions of UNZE as an efficient university of fundamental and applied sciences should be compatible with the requirements of the future society that has to be capable of competing in the global market and that will generate overall development of the region. The strategic goal of higher education and scientific research in ZDC is the development of UNZE.

2. ELEMENTS FOR THE UNIVERSITY LEGAL FUNCTIONING

Current organizational structure of integrated UNZE represents a real picture of functions performed by member faculties, joint chairs, centres, institutes, laboratories, bureaus, libraries, student services and other bodies with combined integration of logistic functions (finances, procurement, law service, marketing, „PR-public relations“, international affairs, developmental functions, quality system and others). Obeying legal regulations takes first place in the process of building this UNZE structure, establishing joint chairs, laboratories, centres, institutes and other bodies.

This is an organizational structure based on functional principle where joint chairs are basic organizational units as primary holders of scientific-teaching and scientific-research process. It is flexible and gives room for dynamic and rational management to react on time and to make needed corrections in time. The group of chairs with the same task is formed by the faculty (department), and they have the key role in creating the appropriate title, knowledge and competencies of graduates at an integrated university.

The aim of this organizational structure is to optimally use current human resources and to reach maximum of synergy in the quality environment of chairs. In this way needed requirements for optimal scientific, educational and research work are being fulfilled. The review of organizational structures is given in the attachment.

In the period that follows, and which is characterized by the beginning of work of accreditation and evaluation bodies, the UNZE has to be ready to fulfil regulations for the establishment of scientific-research and educational institutions, in accordance with the current standards of European academic area as well as Standards and regulations for establishment and performance of higher education institutions in FB&H. It also has to be continued with resolving the problems which resulted from „unique elaboration in B&H“ of own incomes earned through projects and other activities, which drastically decreased activities of UNZE staff on RDI and projects.

3. GUIDELINES FOR ESTABLISHMENT OF NEW MEMBERS AND HUMAN RESOURCES MANAGEMENT

In accordance with planned assumptions of UNZE development, and observing the current personnel and material resources, strategic development documents, real picture of economic moment in B&H and ZDC, situation at the labour market and market of unemployed, needs of closer and broader environment, monitoring of educational trends in the world and other relevant analysis it can be concluded that the guidelines for establishment of new members at UNZE should be:

- The development concept for the new members in the areas for which the integrated University provides realistic assumptions and which generate synergy,
- The establishment concept for new members that will be a real novelty, in scientific and educational terms, at the market of BH higher education offer,
- Maximum flexibility of the institutions that will follow modern trends of the world of science and research in the social, humanities, natural and technical sciences

New members should be established as units that would give stronger support to the scientific research and professional work. They may be of the same rank as centres and institutes for whose establishment the Study (feasibility study) on the establishment is needed, and which would highlight all aspects of the future university member performance. In this sense in the next five years the maximum support should be given to the establishment of new forms of this kind, especially in the humanities, natural and social sciences which are at the moment less developed at the University, such as: the University Computer Centre, Centre for Contemporary Materials, Academic Centre of Foreign Languages and Translation, Open University Radio, University Sports and Recreation Centre, Academic Arts Centre (choir, gallery, etc.), the Centre for Food, Agriculture and Veterinary Medicine, University Entrepreneurial Incubator, other centres (or other organizational forms) but also strengthen existing centres such as the Centre for Social and Inter-religious Research, Entrepreneurship and Innovation Centre (EIC), the Centre for Management, Quality and Development (CMKR) and ODL Centre of the Faculty of Mechanical Engineering, etc.

With the financial policy which, in the system of state universities, plays one of the most important roles, and which cannot be influenced by the university, the other very important characteristic that determines the growth and development of the university are human resources. Today, almost every BH university faces the lack of teaching and scientific-research personnel, in number and in quality. UNZE is not an exception in this situation.

Aware of its weaknesses when it comes to the issue of personnel, the UNZE has to work to overcome it with the proactive policy of creating and developing its own personnel. At the end of 2005 the UNZE had about 200 permanent employees and with associate members about 300. At the beginning of 2009 the UNZE had about 350 permanent employees, and half of them were involved in the teaching process. If we compare the number of students and number of employees (about 16:1), and compare it to other universities in B&H and European average, the situation may be considered satisfactory. But the number of permanently employed staff is not sufficient and the UNZE will have to work more with the Founder in this segment. Details about aspects of HRM are addressed in the Self-evaluation reports (IES) and the same issue shall not be elaborated again in this Plan of work. Unfortunately, the situation with permanently employed staff hasn't improved since 2009 even though the number of activities has significantly increased (new study departments, new faculties, limitation of classes for permanently employed staff, larger number of students, and others). In order to

improve the personnel structure the new management will have the greatest number of obligations in this segment.

Table 3-1. Key performance indicators (KPI) for human resources at UNZE in the year 2012.

No. ind.	Definition	Calculation	Value of indicator	Planned goal defined by Strategy
KPI 1	NUMBER OF STUDENTS/TEACHING STAFF	5592 / 441	12,68	10,00
KPI 2	NUMBER OF STUDENTS/TEACHING STAFF WITHOUT GUESTS	5592 / 242	23,10	20,00
KPI 3	TOTAL NUMBER OF TEACHING STAFF / NUMBER OF ADMINISTRATION STAFF	441 / 224	1,97	4,00
KPI 4	PERMANENT NUMBER OF TEACHING STAFF + DUAL+MI / NUMBER OF ADMINISTRATION STAFF	242 / 224	1,08	3,00
KPI 5	PERMANENT NUMBER OF TEACHING STAFF/ NUMBER OF ADMINISTRATION STAFF	132 / 224	0,59	2,00
KPI 6	TOTAL SURFACE OF OBJECTS / NUMBER OF STUDENTS	40 000 / 5592	7,15 m ² /st	10,00
KPI 7	TOTAL SURFACE OF OBJECTS / NUMBER OF EMPLOYEES	40 000 / 356	112,36 m ² /empl.	100,00
KPI 8	TOTAL SURFACE OF OBJECTS /(NUMBER OF EMPLOYEES +STUDENTS)	40 000 / (356+5592)	6,72 m ² /person	9,00

Note: Estimate/calculation of planned goals is given for the period of 3-5 years (2013-2017).

4. PROJECTIONS OF TEACHING-SCIENTIFIC, SCIENTIFIC-RESEARCH AND PROFESSIONAL WORK

The issue of the teaching process in the first and second cycle of the Bologna process is already well-established activity at the University of Zenica. The problem that remains to be addressed is the issue of paying teachers at the second cycle, which is now only partially covered. In terms of cycle III the UNZE should work to develop the UNZE Centre for Doctoral Studies which would eventually grow into a Doctoral School modelled on the EU respectable universities. In this respect the cooperation with universities in B&H and the region should be strengthened in order to be able to get actively involved in these processes.

The issue of institutional and organized funding of scientific research has not been seriously considered in the post-war period. Even though there are some improvements and attempts to support research by the ZDC Government, the same are not enough to cover serious research projects. It should also be noted that the University of Zenica equipment was very outdated until 2009, which further diminished the opportunities for research. At technical faculties they tried to mitigate this by using equipment from business entities or MI "Kemal Kapetanović" which also has very old equipment (average age is over 30 years old). The thing that creates new development opportunities today is the equipment for scientific research and education, delivered to faculties in mid 2009, which was procured through the Austrian loan worth about 10 million.

0,2% of the Cantonal budget was allocated into scientific research in the period of 2004-2007. The plan for 2009 was about 900 000 KM, through the transfer to MI, which is about 0,3% of the planned budget. Today, 1.5 million KM is allocated to MI KK. Support to the development of scientific research personnel is essential and the first condition for the innovation recovery of ZDC and Central Bosnia Region.

Circumstances of this bad situation will be far-reaching as without the existence of scientific research projects the rejuvenation of teaching personnel, whose progress depends primarily on their research competences, would be almost impossible. In the long term perspective, instead of solving it, the problem becomes more serious and harder. Student involvement in the segment of scientific research was minor and was reduced mainly to some diploma paper and sometimes some seminar paper.

One of the key issues that the UNZE, as the most important holder of scientific research, should work on, together with relevant Ministries of the Canton Government, is creation of the Scientific Research Programme of ZDC for the next five-year period. This document should be based on the analysed state of science in the region and in FB&H and should rely on Strategy of Science Development in B&H created by MCA B&H and Strategy of Science Development in FB&H for the period of 2010-2020 (ANU B&H). The main objective of the mentioned Programme would be to develop global orientation of ZDC, by remediating current state in science in the area of Canton and opening quality processes in scientific research which would be appropriate to current needs for the development of canton and region, which would also mean making the way for becoming a member of EU countries family through the development of society based on knowledge.

Metallurgical Institute has a special role in the development concept of higher education and scientific research at UNZE. UNZE development and essential changes (organizational and other) should lead to transformation of today's MI Kemal Kapetanović into future UNIVERSITY SCIENTIFIC RESEARCH COMPLEX „KEMAL KAPETANOVIĆ“(or in the first transformational phase into Institute of Science and Technology “Kemal Kapetanović“ with centres) with the following units: INSTITUTE OF METALLURGY AND MATERIALS; INSTITUTE OF ECOLOGICAL ENGINEERING; INSTITUTE OF ECONOMICS AND SCIENCE AND TECHNOLOGY PARK ZENICA.

This is one of the key issues for the future of higher education in Zenica, as the teaching personnel of UNZE has to come closer, in this way also, to the forms of developed West. Thus the scientific-research process would be realized at institutes and teaching-scientific process (education) at faculty or university. In the time that is coming OECD standard should be fully obeyed which means that a teacher should spend 50% of time in teaching and 50% in scientific research.

Implementation of already mentioned OECD standard on the participation of scientific research is the strategic goal of UNZE with the aim of improving teachers' scientific skills and thus increasing the knowledge quality of graduates, by involving them in projects that have professional and scientific characteristic and which would be implemented at institutes.

Certainly, special attention should be given to international programs in the field of RDI such as FP7, COST, EUREKA, future FP 8, etc. In this sense, we should work on developing RDI centre at UNZE that would be a place for all OU project applications.

Table 4.1. Single by OU and overall indicator of generational passage for the year 2012.

Faculty	Godina		
	2008 (2009 ZF/IPF)	2012	%
	Number of enrolled	Graduated	Passage percentage
FMM	116	22	18,95
MF	186	26	13,97
FP	275	216	78,54
EF	248	45	18,14
LF	240	56	23,33
HF	111	60	54,05
IPF	436	107	24,77
Total:	1612	534	33,12

Table 4.2. Key performance indicators for the scientific-teaching process

No. ind.	Definition	Calculation	Value of indicator	Planned goal
KPI 1	TOTAL BUDGET / NUMBER OF GRADUATES	14 496 033 / 534	27 146 KM	20 000 KM
KPI 2	FOUNDER'S FUNDS / NUMBER OF GRADUATES	11 137 263 / 534	20 856 KM	14 000 KM
KPI 3	TOTAL NUMBER OF ENROLLED STUDENTS/ NUMBER OF GRADUATES	1612 / 534	33,12 %	40,00 %

Note: Estimate/calculation of planned goals is given for the period of 3 to 5 years.

Table 4.3. Key performance indicators for the area of scientific research and professional work at UNZE.

No. ind.	Definition	Calculation	Value of indicator	Planned goal
KPI 1	PUBLISHED PAPERS AT CONFERENCES / NUMBER OF TEACHING STAFF	234 / 441	0,53	1,00
KPI 2	PUBLISHED PAPERS IN JOURNALS / NUMBER OF TEACHING STAFF	157 / 441	0,36	0,50
KPI 3	TOTAL NUMBER OF PUBLISHED PAPERS/ NUMBER OF TEACHING STAFF	391 / 441	0,89	1,50
KPI 4	PUBLISHED PAPERS / NUMBER OF OU	391 / 9	43,44	50,00
KPI 5	SR AND PROFESSIONAL PROJECTS/ NUMBER OF TEACHING STAFF	78 / 441	0,18	0,50
KPI 6	SR AND PROFESSIONAL PROJECTS // NUMBER OF OU	78 / 9	8,66	15,00
KPI 7	PUBLISHED TITLES/ NUMBER OF TEACHING STAFF	45 / 441	0,10	0,25
KPI 8	PUBLISHED TITLES/ NUMBER OF OU	45 / 9	5,00	8,00
KPI 9	NUMBER OF SEMINARS AND CONFERENCES/ NUMBER OF TEACHING STAFF	48 / 441	0,11	0,20
KPI 10	NUMBER OF SEMINARS AND CONFERENCES/ NUMBER OF OU	48 / 9	5,33	5,00

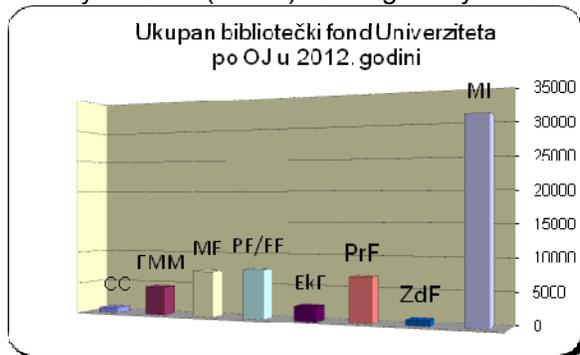
Note: Estimate/calculation of planned goals is given for the period of 3 to 5 years.

5. IMPORTANCE AND POSITIONING OF LIBRARY STOCK AND PUBLISHING ACTIVITY

Library function has always been crucial for the growth and development of higher education institutions. Even today, when we face rapid development of ICT, the importance of library stock is the same but just set in a new context. Detailed overview of the library stock at the University members is given in the Self-evaluation report and the same data will not be repeated here. It can be noted from the report that there is relatively good capacity of bibliographic units in quantity and qualitative terms. This doesn't mean that in the future we shouldn't insist on improving our capacities, especially with scientific and professional literature, if possible in different languages, as this is, in time of higher education globalization, a *conditio sine qua non* for the involvement of our students into world's educational trends.

On 31st December 2012 total library stock was comprised of 61 607 units. The richest library stock is still owned by INDOK Centre of Metallurgical Institute (30 879) and that is

50.56% of total University library stock. Besides the Institute library stocks are also developed in the libraries at Faculty of Education/Philosophy (7 647), Mechanical Engineering (7 191) and Faculty of Law (7 038). During the year 2012 the libraries were regularly subscribed to 11 journals and six journals were regularly secured through exchange.



During the year 2012 the libraries were regularly subscribed to 11 journals and six journals were regularly secured through exchange.

The seat of the University Library is at the premises of the Rectorate of the University of Zenica, which basically represents the "heart of IT and management" of the "big virtual" library. Library stock should be enriched not only with the most recent literature in all areas of study and research at the university, but also with the

contemporary literature on CDs, DVDs, and other electronic media. Valuable headlines from the past, which do not exist in the library collections of the University of Zenica, and that can be obtained with reasonable financial investment, should be retroactively procured and introduced into the library stock.

University library needs to establish the necessary cooperation with foreign institutions that support the development of library stock and library work in different ways, including Gothe Institute, British Council, Cervantes Institute, Institute Dante Aligieri, UNESCO, programmes of embassies, governmental and non-governmental institutions that work in this domain (SOROS, WUS, SUS, the Konrad Adenauer Foundation, Robert Bosch, etc.).

The protocols on bilateral cooperation with institutions in BiH and abroad should include elements on the smooth and unrestricted use of library stock, which can be a powerful boost and complement to our own efforts in this direction (eg library stock of IMIC Centre, Franciscan monastery in Kraljeva Sutjeska, Fojnica and Guca Gora, Medresa in Visoko and Travnik, Sevdah Institute, etc.).

An important activity in the operation of each university is publishing. Publications of the University of Zenica must not be only textbooks needed for the teaching process at first and second cycle of study but also reference monographs, proceedings from congresses, conferences, seminars and meetings, annuals of the university and member faculties etc. Special attention should be given to further development and help to already recognizable periodicals. It should be strived for these magazines to become internationally recognized with all obligatory elements (bilingual printing BHS-English, international reviews, nomenclature, etc.)

The University of Zenica must give considerable attention to the promotion of publishing and library activity, and the existing funding channels for publishing should be, through annual competitions for funding the publishing activities and through Cantonal Government, redirected into the leading position of the University for these activities. From its own annual revenue generated from the University projects, tuition, fees, sales of forms, enrolment materials, etc. the University should allocate at least 10-20% for the purchase of new library materials and to support publishing activities, and allocation criteria should be adopted in accordance with the contribution of organizational units to the University total annual income.

Table5.1. Key performance indicators (KPI) for library activity at UNZE in 2012.

No. ind.	Definition	Calculation	Value of indicator	Planned goal
KPI 1	NUMBER OF TITLES/ NUMBER OF STUDENTS	61.067 / 5592	10,92	15,00
KPI 2	NUMBER OF TITLES / NUMBER OF TEACHING STAFF	61.067 / 441	138,47	150,00
KPI 3	NEW TITLES / TOTAL NUMBER OF TITLES	1.185 / 61.067	1,94%	3,00 %
KPI 4	NUMBER OF SEATS IN READING ROOMS/NUMBER OF STUDENTS	117 / 5592	0,02	0,10
KPI 5	LIBRARY AND READING ROOM SPACE (m ²) / NUMBER OF STUDENTS	1.563 m ² / 5592	0,27	0,50
KPI 6	LIBRARY AND READING ROOM SPACE (m ²) / NUMBER OF OU	1.563 m ² / 9	173,67	300,00

Note: Estimate/calculation of planned goals are given for the period of 3-5 years.

6. THE UNIVERSITY TRANSFORMATION PROCESS FROM LECTURING TOWARDS ENTERPRENEURIAL UNIVERSITY

Lectures and research usually make the basic element of the mission that the majority of universities in the world have. However, new economic development establishes a new mission where universities are transformed from lecturing into entrepreneurial. This transformation is due to the increased importance that knowledge has in the current economic environment on the one hand and the financial needs of the university, on the other hand. Entrepreneurial universities play a key role in regional development through the establishment of innovative units and structures that are more or less associated with these universities. Typical innovative units affiliated to the university are STP, innovation centres, entrepreneurial centres, business incubators and similar organizational forms.

However, STP is not composed only of its hardware (land, buildings and infrastructure). The heart of STP is management which provides professional business planning, marketing and access to the resources of capital to its tenants. Thus the Park may provide services to any technology-based business in the region. Often, some local research-oriented university or faculty serves as a nucleus around which the STP is developed. These are university/faculties/campus that have part of students at specialized, postgraduate or doctoral studies, whose faculty has quality up-to-date information and experience and that has modern equipped laboratories. In this sense the UNZE must pass through a deep transition in order to be able to be a nucleus for STP establishment.

**SCIENCE TECHNOLOGY PARK = LAND + BUILDINGS/EQUIPMENT + SERVICES OF
COMPETENT PEOPLE**

7. PROJECTION OF REGIONAL AND INTERNATIONAL COOPERATION AT UNZE

With its active involvement the UNZE accepted one of the leading positions in all elements of creating regional development, and that is one of the basic postulates on which old EU members were developed and which is also set for new members. Off course, for several times it has been stressed that the UNZE does not want to be only a REGIONAL UNIVERSITY. General openness towards all other universities of the region and beyond is being

promoted through the concept of educating its own students, developing and strengthening its own personnel base, participating in scientific research and professional work. In this sense the UNZE has already signed numerous bilateral protocols on cooperation with the universities of Balkan region and South-East Europe ((Novi Sad, Podgorica, Osijek, Ljubljana, Koper, Bitola, Skopje, Maribor, Rijeka, Belgrade, Alba Iulia, Istanbul, Trakya, etc.).

Today's UNZE international cooperation is mostly continuation of pre-war developed and established cooperation of units and institutions in the faculty-institute system but also newly developed forms of cooperation. Today, the UNZE and its OU have developed international cooperation, regulated by numerous bilateral agreements with respectable international academic institutions such as the universities of Barcelona, Erlangen, Aachen, Turin, Adapazari, Posgruna, Ostrava, Bern, Dublin, Girona, Rome, Milan, Madrid, etc. There are signed bilateral protocols, with all these institution, on cooperation, participation in joint projects and conferences, exchange of students, teachers and other staff, development of joint study programmes, development of complementary quality systems, etc.

This cooperation creates preconditions for quality scientific research and professional work, exchange of scientific and professional information, it opens opportunities for young and perspective assistants to carry out part of their research and development at some of very prestige international institutions. In this way, a number of teachers and associates spent a part of their working life at these institutions and some have also gained scientific titles there.

Today, the UNZE is in the position to create its own future concept of international cooperation, which is in the light of meeting the requirements of the Bologna process even more important. With the established Department for international cooperation within the Rectorate of the University and with the function of Vice-rector for international cooperation the conditions for conceived, coordinated and flexible concept of the UNZE international cooperation have been created. A big attention should especially be given to the Erasmus Mundus programme, which will be a leading programme for teacher and student mobility in the period of 2014-2020.

In the previous 8 years of opportunity to apply for the EU projects the UNZE has been recognized as one of the region leaders in the project activity with more than 20 Tempus, IPA, FP 7 and other projects. Numerous centres and laboratories have been developed through these projects and more than 1.2 million KM worth equipment for UNZE was secured on the donation base (more than 350 computers for the teaching process and the staff, numerous other IT equipment, etc.). The UNZE appeared as a holder (sc. Grantholder) in three Tempus projects which is a great success if it is known that in the same period B&H was a holder in 8 projects only.

Table 7.1. Review of UNZE and OU protocols on cooperation and plan of development

Signed protocols on cooperation	Total until 31.12.2012.	Signed in 2012.	Plan until 2017.
UNZE	30	5	50
Org. Units	40	4	60
Sum	70	9	110

8. QUALITY SYSTEM DEVELOPMENT WITHIN THE UNZE PERFORMANCE

Modern concept of quality management involves building and implementation of the system which will treat all aspects of quality, and overall quality. It defines quality as the set of all properties and characteristics of goods and services that best satisfy the needs of

customers (consumers). A new model of university management, according to the European standards, is based on the autonomy of university and tendency for quality work at the university. This model of management and leadership has an optimal ratio of "central" and "decentralized" functions. The findings show that the European standards, the current level of scientific, social and material development, can be applied in the five main areas of work and activities of universities:

- a) governance and management of the university
- b) organization, performance and governance of the teaching-scientific process
- c) projection, implementation and governance of scientific research
- d) achieving administrative and financial functions
- e) achieving student interests and needs

Each of the mentioned areas enables the application of greater number of solutions used for establishing the universities in the developed countries of Europe. Assurance and control of quality represents the core of academic reform. With the project of introducing quality assurance system which started in 2005, the UNZE started the project of building the unified quality system parallel with the establishment of integrating university function. The Office for Quality has been established within the Rectorate and at organizational unit teams for quality have been formed. Self-evaluation reports have been performed regularly at each organizational unit and UNZE as a whole. The University of Zenica passed the procedure of external evaluation by the National Agency for Higher Education of Slovenia (October, 2008.) and the European University Association –EUA (2009.), and external evaluation by the National Agency for Higher Education Development and Quality Assurance in B&H is in preparation. Quality indicators are systematically collected (student evaluations of the teaching staff, key indicators of passing average, key indicators of scientific research, financial indicators, stakeholder analysis, etc) and interpreted in the appropriate way. With these indicators it is possible to give relevant recommendations for improvement.

In order to ensure high quality of the work at the University as well as its outputs-profiles and capabilities of highly educated experts (knowledge, abilities and competencies), the quality that ensures equal exchange of knowledge with Europe and the world, attitude to organization, transformation and quality management should in the future be based on the basic elements of quality culture that should be provided at the University, and that include: quality assurance of curricula and study programmes; implementation of ECTS credit system at whole University which will ensure quality and diploma recognition of our students; quality assurance of the teaching staff through clearly and unambiguously defined habilitation procedures; constant innovating of the teaching staff knowledge through defined training programmes (pedagogical disciplines, IT technologies, etc.); permanent training of administration staff; quality assurance in the student admission process; quality assurance in the education-lecturing system and quality assurance in the work of students, student organizing and life.

First and minimum precondition for the establishment of quality culture at the university is certainly building an adequate and efficient quality management system (QMS-Quality Management System). Thus, the strategic steps in establishing the culture of quality match with the strategic steps in the development of the system of quality assurance (QA) and quality improvement (QI-Quality Improvement) at the university

Table 8.1. Assessment of QA elements at UNZE

Assessment elements	Assessment of the implementation level in 2013.	Expected assessment of the planned implementation level in 2017.
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QA, QMS and QI system development at UNZE	4	5
Management dedication to QMS	4	5
Development of the culture quality among the staff	3	4
Development of the culture quality among students	2	4
Participation in the projects important for QMS and QA/QI development	4	5
Work on documentation for QA system	3	4
Performance of the International Relations Office	3	4
Performance of the ECTAS Office	3	4
Performance of the Career and Competence Development Office	2	4
Performance of the Office for disabled persons	2	4
Performance of the Stakeholder Forum	2	4
Average	2,90	4,27

Grades: 1-insufficient; 2-sufficient; 3 – good; 4 – very good; 5 - excellent

9. BOLOGNA PROCESS AT THE UNIVERSITY OF ZENICA

The term Bologna Declaration, or to be more exact, Bologna process is the most mentioned term today in the university surroundings and wider. Bologna process officially started with Bologna Declaration signed on 19th June 1999, but it is based on the set of documents and declarations starting with Magna Charta Universitatum which gives basic principles for the university establishment, building and performance, then there were Lisbon Convention, the Sorbonne Declaration, Bologna Declaration, Salamanca Convention, Prague and Berlin communiqués, to the Ministerial Conference in Leuven (Belgium), held in 2009.

Since the 1st January 2006., the UNZE has operated as a fully integrated university and as the only legal entity, compared to the previous practice where all member faculties had legal personality. Acquisition of academic titles, depending on the faculty (department), is organized in the system of (3+2+3) and (4+1+3) years of study. All subjects defined in the curricula last for one semester, in accordance with the European recommendations

The purpose and the aim of the established model is to stimulate activation and improvement of the mobility process of students, undergraduates (masters and PhDs) and teaching staff, through joint projects with universities from B&H and beyond. But the establishment of mobility will not be efficient if there is no recognizable credit system and assessment of individual results. Such a system is called ECTS and currently represents the optimal variant for overcoming the existing diversity in evaluation systems of member countries in the Bologna Process.

Bearing in mind all the above, the UNZE managed to establish, through a comprehensive project, unified ECTS system at all faculties-OU with the base of 30 lessons of work for 1 ECTS. The result of that project is a new credit system, developed and adapted according to the new curriculum and to the requirements of the Bologna process.

Parallel to these activities the UNZE works on improving the cooperation with universities from Bosnia and Herzegovina, especially in the field of student exchange. Practicing these projects

at the state level is considered to be a strategic and necessary step. Obstacles in this regard, of course, exist, but the activities that will lead to their elimination must be sustained and committed. Achieving mobility within B&H and neighbouring countries of the region is an excellent form of preparation for the European processes, especially if you take into account the lack of language barriers, both in student population and the teaching staff.

Permanent task of the UNZE management and management of OUs is to encourage mobility of teaching staff and students. In this sense, Erasmus Mundus projects, CEEPUS networks in which the UNZE has been involved and bilateral projects with partner universities and governments of numerous countries have significant importance. This cooperation should be especially strengthened in the field of diploma paper writing, master and PhD thesis. The truth is that it has existed for a long period of years even without the Bologna process but mostly it was not systematically arranged. Systematic support and monitoring of such projects, with the corresponding data base on implemented movements and results of those movements, is a task with which the UNZE is trying to align its current activities with the demands for establishment of Europe of knowledge. Systematic work on these projects is crucial for forming the European dimension of educational process and process of its internationalization.

Table 9.1. Assessment of the Bologna process implementation at UNZE

Assessment elements	Assessment of the implementation level in 2013.	Expected assessment of the planned implementation level In 2017.
Adoption of a system of easily comprehensible and comparable academic titles	3	5
Adoption of the system with three main cycles (180+120+180 or 240+60+180ECTS)	3	4
Establishment of ECTAS-a (<i>European Credit Transfer and Accumulation System</i>)	4	5
Promotion of mobility by removing obstacles to effective implementation of the free movement of students, teachers, assistants and administrative staff	2	4
Improvement of European cooperation in quality assurance with the aim of developing comparable criteria and methodologies	4	5
Promotion of the European dimension in higher education, etc.	3	4
Life-long learning	2	4
Student involvement in all work spheres of higher education institutions	3	4
Improving the attractiveness and competitiveness of the European Higher Education Area in the other parts of the world	3	4
In total	27 (max. 45)	39 (max.45)
Average grade	3,00	4,33

Grades: 1-insufficient; 2-sufficient; 3 – good; 4 – very good; 5 - excellent

10. INFORMATICS TECHNOLOGIES FUTURE AT THE UNIVERSITY OF ZENICA

Considering the importance that the information technologies have in the contemporary society and the process which is simply called globalization, we consider that the chapter on future planned „IT steps“ should be obligatory in this plan of work.

It will be necessary for the UNZE to connect all its members into one joint WAN computer network in the following period, and then they should be connected to the internet through a unique high quality University link. In this moment the only computers that are in the network are computers of the technical faculties, Rectorate, Metallurgical Institute and faculties of social sciences while computers at the Faculty of Philosophy, Faculty of Health, Faculty of Islamic Pedagogy and Student Centre are not.

The following objects are also planned to be connected to the University WAN network, as an upgrade.

- Hotel Rudar(planned for accommodation of guest professors and other guests at UNZE and it is a potential for the extension of Student Centre)
- Student Centre – Student dormitory Crkvice,

In the beginning of 2009 the UNZE got a modern multimedia centre located in the Library of Metallurgical Institute. It already now offers an opportunity to be a place of virtual meetings with scientists from the whole world, the organization of video-conferencing, video-themed presentation and why not some surgical operations, trial or defence of doctoral dissertation where one or more members of the Commission will be out of the venue. Equipping of the similar Centre for doctoral studies which will be located at the FMM is in the procedure.

The University of Zenica INFORMATION SYSTEM FOR THE TEACHING, SCIENTIFIC AND RESEARCH PROCESS (herein afterwards: ISN³IP) has been in the use since 2011. Unfortunately, the lack of employment of one or more system-administrators has significantly slowed down the implementation of this software and its full use in all the modules that it has (Module: Student Services; Module: Professor; Module: Student and Module: self-evaluation report).

It is certain that adequate IT Development at the University of Zenica cannot be imagined without the development of URC, which will in the future be a place of the development optimization and application of computer technology at organizational units (such as at UNSA). Also this centre is in the future seen as the place of ODL (e-learning classes), place of learning and knowledge transfer in the field of information technology. Given that the current B&H practice shows that the development of such centres doesn't go too well when it is being implemented by a member faculty developed in this segment, we plan to develop URC, organizationally and physically, in the new facility within the campus.

With the great pleasure we can say that the time „of keeping computers under the key in order to save them of being broken“ is far away from us. The strategic goal of UNZE is to make computer technologies available to everyone: teachers, administration staff and students. In that sense we should work, with even bigger enthusiasm, on procurement of new computer configurations, software, equipment, new network development etc. It should be negotiated with the local telephone operators and modalities for more favourable connection of students and professors from their home computers to the UNZE computer network and Internet should be found, thus the network of strong scientific and research structure would be made.

The importance of web domains in the modern world should not be especially elaborated. The UNZE realised and accepted it as one of its permanent commitments and set it in all its development plans. Web domain is the picture of an institution and our task for the future is to develop and improve our web site every day. This cannot be the task for web-administrator only but it has to be the task for all those that participate in the teaching, scientific, research and administration functions at UNZE. Today's web sites at OU-s represent a big step forward compared to yesterday, or a year before, but still we cannot be satisfied with its design nor with its actuality.

The importance of web domain in the sector of current trends of university rankings is huge and in this sense the UNZE may be partly satisfied. In the beginning of 2012 the UNZE was second-ranked BH university in this list (according to webometrics among 4000 biggest ones) and in the beginning of 2013 four-ranked university from B&H.

11. THE UNIVESITY OF ZENICA FINANCING

It is certain that this point deserves elaboration and mostly because it presents the most important key for the implementation of all other written chapters. On the contrary, this document will elaborate it in short lines, as for the proper set financing procedures there is no need for excessive elaboration. So, when it comes to finances we believe that it is enough to keep things clear.

- ◆ Financial autonomy of UNZE is unquestionable and it should exist within the limits that would not jeopardize material status of financier (state), and in accordance with financing elements generally accepted in the area of B&H and region.
- ◆ The UNZE should be funded through budgetary revenues and extra-budgetary revenues, as this is the only way of financing that will enable the transformation from lecturing to entrepreneurial university
- ◆ UNZE should share the faith of other universities in B&H when it comes to budget funding, with its quality of work and references it deserves better treatment, especially in the local and regional level,
- ◆ In the following years the UNZE would have to allocate part of its extra-budgetary funds (part-time study, projects, expertise, congress, seminars, publishing activity, etc.) and thus stimulate development components of the university (education and scholarships for young scholars, laboratory and IT equipment, strengthening library holdings etc.). The proposed concept for this model of funding is (80% : 15% : 5 %) 80% for participants in the project and project costs, 15% for home institution through which the project is implemented and 5% for general development needs of UNZE.
- ◆ Strategic task of UNZE management, managements of OU-s and every employee should be to set themselves a goal of constant increase of extra-budgetary revenues,
- ◆ The UNZE expects bigger funds for scientific research in the following years, which should increase from the current 0,2% to the pre-war 2%. Simple mathematical logic will say that 5-10 years will be needed for this, but we should believe and hope that this „mathematical logic“ is possible and faster. Even with these small funds allocated for this purpose the UNZE founder has shown understanding and in these financially poor times it finds small reserves and stimulates development of SR.
- ◆ The UNZE has to work on the commercial promotion of its study programmes abroad, and thus bring foreign students to study at UNZE. The fact is that foreign students studied at faculties in the region in the period before the war in 1992, and that there are still some at the universities of the region (Ljubljana, Belgrade, Novi Sad, Niš, Zagreb, etc.). Therefore it should be even more worked on UNZE international

programmes that would promote studying in Zenica and future important financial item in the overall university budget,

- ◆ And not as the last, the UNZE commits to increase its extra-budgetary revenues in order to decrease the budget burden of the community, which is the model well-known in the developed modern world.

Table 11.1. Key performance indicators (KPI) for the financing in 2012.

No. ind.	Definition	Calculation	Indicator value	Planned goal
KPI 1	TOTAL BUDGET / NUMBER OF STUDENTS	14 496 033 / 5592	2 592 KM	3 300 KM
KPI 2	TOTAL BUDGET / NUMBER OF PERMANENT EMPLOYEES	14 496 033 / 356	40 719 KM	45 000 KM
KPI 3	TOTAL BUDGET/ TOTAL NUMBER OF TEACHING STAFF	14 496 033 /441	32 871 KM	38 000 KM
KPI 4	FUNDS FROM THE FOUNDER / TOTAL BUDGET	11 137 263 / 14 496 033	77 %	60 %
KPI 5	OWN FUNDS/ TOTAL BUDGET	3 139 752 / 14 496 033	21 %	30 %
KPI 6	DONATIONS / TOTAL BUDGET	219 018 / 14 496 033	2 %	10 %
KPI 7	FUNDS FROM THE FOUNDER / NUMBER OF STUDENTS	11 137 263 / 5592	1 991 KM	2 000 KM
KPI 8	OWN FUNDS / NUMBER OF STUDENTS	3 139 752 / 5592	561 KM	1 000 KM
KPI 9	DONATIONS /NUMBER OF STUDENTS	219 018 / 5592	39 KM	300 KM
KPI 10	FUNDS FROM THE FOUNDER / NUMBER OF PERMANENT EMPLOYEES	11 137 263 /356	31 284 KM	30 000 KM
KPI 11	OWN FUNDS /NUMBER OF PERMANENT EMPLOYEES	3 139 752 /356	8819 KM	10 000 KM
KPI 12	DONATIONS / NUMBER OF PERMANENT EMPLOYEES	219 018 / 356	615 KM	2 000 KM

Note: estimates/calculations are given for the period of 3 to 5 years.

12. STUDENT ISSUES AT UNZE

In the beginning of 2013 there were about 5500 students that have been studying at organizational units of the UNZE. The biggest number of students is in the first year of study (about 35% of the total number). When it comes to the number of students at faculties it should be said that the greatest number is being educated at the Faculty of Philosophy and the lowest at the Faculty of Polytechnic. Detailed data on the number and structure of students, regions they come from and other, are given in the Self-evaluation Report and will not be elaborated in details here.

Student Union at UNZE was formed in the beginning of 2005, but it was involved in the reform process at the University even before, through student organizations at faculties. There were elections for president and its deputy and other belonging bodies within the student organization, and it is organized in the way that all students from faculties are equally represented. Student representatives often visit seminars, practicum (workshops), conferences, and thus besides dealing with student and other issues also make contacts in terms of inter-university cooperation. Statute of UNZE regulates the issue of student representatives' participation in the highest decision making bodies of OU (Scientific-teaching councils) and University (Senate). Student Union office is situated in the UNZE Rectorate.

Student Union has its own web domain. Since 2005 it has been completely networked with some of the similar student unions at other universities in B&H and some universities of the region.

University of Zenica will in the future try to make students be more actively involved in all spheres of life and work at the university. There is a large number of student organizations, companies and institutions that work on solving the problems of students and their participation in the work and management of the University of Zenica. Due to such facts the task of management and all teachers and staff of the University of Zenica is to maximize and empower student's efforts to form the appropriate bodies that will represent the students in all aspects of life and work at UNZE.

13. SUMMARY OF THE UNZE DEVELOPMENT FOR THE PERIOD OF 2013-2017

It is expected that the UNZE will reach the number of 7000 students and 450 permanent employees in the following four-year period. Opening of the new study departments at faculties, but also those for which the elaborate was created and adopted, is planned on the comprehensive analyses of the market. We expect, in addition to new objects for the Faculty of Law and Economics, to have completely new building for the Faculty of Health and renovated and enlarged buildings of the existing faculties. We think that the UNZE should have two campuses: current campus West and the area of military quarters which should in the future belong to UNZE and develop as the Campus SOUTH. This representative space should be adequately renovated for OU and the space for another dormitory, sport activities (sports gym, swimming pool, trim trail etc.) should also be found. This solution has already been given to other public universities and the UNZE should not be an exception. In this way the UNZE would meet pedagogical standards and norms of space needed for the valid state accreditation. In this way the UNZE will become respectable and attractive for foreign students, as only the fulfilment of standards and norms would make you be an attractive magnet for everyone.

14. MASTER-PLAN OF ACTIVITIES

A review of key activities with holders and deadlines will be given in this chapter. Regular activities of UNZE and OU management are not given here.

Activity/Holder		Year – half of the year											
		2013		2014		2015		2016		2017		2018	
		I	II	I	II	I	II	I	II	I	II	I	II
1.	Harmonization of the ZDC Law on Higher Education with the state law/ ZDC Government												
2.	Development of the UNZE normative documents in accordance with the new Law/ Rectorate Offices												
3.	External Evaluation of UNZE by HEA B&H												
4.	Delivery and commissioning the function of the												

THE UNIVERSITY OF ZENICA PROGRAMME OF WORK AND DEVELOPMENT FOR THE PERIOD OF 2013-2017 BASED ON KEY PERFORMANCE INDICATORS (KPI)

	equipment form IPA project (approximately 600 000 KM)													
5	Works on the building of the Faculty of Economics and Law (finishing, equipping)/Almy, ZDC Government, Rectorate													
6.	Preparations for the start of the Academy of Art-Commission registrar- ZDC government													
7.	Construction of the object for the Faculty of Health/ Rectorate UNZE management-OU-ZDC Government													
8.	Administrative activities at the federal level and the local community in order to provide overtake of quarters in													
9.	Construction and adaptation of the Campus II in the area of quarters in Zenica													
10.	Construction of the new building for the Faculty of Islamic Pedagogy /Rectorate UNZE-management OU – IRC B&H													
10.	Equipping Met. Institute with new research equipment/Rectorate UNZE- ZDC Government													
11.	Preparations for the beginning of work at the department Safety at Work , Faculty of Polytechnic													
12.	Construction of new infrastructure projects within UNZE (STP, University library etc.)													
13.	Innovation of integrated software for improved functioning of UNZE													
14.	Re-accreditation by state Agency for													

	higher education development and quality assurance in B&H/Rectorate Agency B&H											
15.	Accreditation of OU in accordance with international standards for certain groups/ OU managements											

15. INSTEAD OF CONCLUSION

The UNZE plan of work for the period 2013-2017 based on KPI and evaluations of the key fields has been created in the time when all universities from B&H, including the UNZE, are at the key step to continue the implementation of Bologna process principles (organization of PhD study, mobility of students and staff, vertical and horizontal mobility, etc.) and other legal rules that regulate this field.

The work plan is maximally precise in its guidelines where it is supposed so, but also maximally flexible in defining constraints that may be a stumbling rock for the Management of the University and the community that supports and finances it, for each type of response that will be beneficial for the future of the university, its employees and students and the quality of its work.

Based on scientific and professional grounds, recognizing and detecting problems and limits, spotting possibilities and opportunities the plan gave a future direction for UNZE as an integrated part of educational, scientific and research process in B&H, Europe and the world.

The UNZE vision is to become modern and respected higher education institution, involved in joint academic area of Europe and the world. With this vision the UNZE should by the year of 2017. become a smaller flexible university with 10-12 members (organizational units: faculties, institutes, etc.) which would offer 20-30 types of diploma (study departments) and have approximately 8 000 students, that would work and live in several flexible campuses.

The purpose of higher education and scientific research development in Zenica is to use in an organized and previously conceived way, through the form and UNZE organizational structure, all available resources and to focus future activities on the development of teaching-scientific work and scientific research. Besides this, in this way the optimal use of the stated resources for the purpose of economic and social development of Zenica and the region is possible.

ZDC strategic goal based on KPI for the development of higher education and scientific research should be based on the development of UNZE. The time will show us whether it will happen in the future.

Review of used abbreviations

B&H

|| Bosnia and Herzegovina



BSC	Business-start up Centar
CoE	Council of Europe / Vijeća Evrope
CARDS	Community Assistance for ...
CEEPUS	Central European Exchange Program for University Studies
CIP	Entrepreneurship and Innovation Centre
CMKR	Centre for management, quality and development
DAAD	Deutscher Akademischer Austausch Dienst
EC	European Commission
EU	European Union
ECTS	European Credit Transfer System
EHEA	European Higher Education Area
EF	Faculty of Economics
EUA	European University Association
ENQA	European Association for Quality Assurance in Higher Education
ERA	European Research Area
FBiH	Federation of Bosnia and Herzegovina
FMM	Faculty of Metallurgy and Materials
FTE	Full-time equivalent
FP 6/7	Frame Programme 6/7
HRM	Human Resource Management
ISO	International Standardisation Organisation
IES	Self-evaluation report
R&D	Research&Development
ICT	Information and communication technologies
ISN ³ IP	Information system for the teaching, scientific and research process
IPF	Islamic Pedagogical Faculty
PI	Public Institution
LP	Loan point
LAN	Local Area Network
MCA	Ministry of Civil Affairs
MI KK	Metallurgical Institute "Kemal Kapetanović"
MF	Faculty of Mechanical Engineering
SME	Small and medium enterprises
NPP	curriculum
SR	Scientific Research
STP	Science and Technology Park
NDT	Non-destructive testing
OECD	Organisation for Economic Co-Operation and Development
ODL	Open-Distance Learning
OJ	Organizational unit
PF	Faculty of Philosophy
LF	Faculty of Law
PR	Public relations
SC	Student Centre
SFRY	Socialistic Federative Republic of Yugoslavia
SDG	Strategic Development Guidelines
SWOT	Strengths, Weaknesses, Opportunities
TEMPUS	Trans - European Mobility Scheme for University Studies
TP	Technology park
GB+	Governing Board
UCC	University computer centre
UL	University Library
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organisation
UNZE	University of Zenica
ZDK	Zenica-Doboj canton
HF	Faculty of Health
QMS	Quality Management System
QA	Quality Assurance
WUS	World University Service