Call for Proposal EAC/A04/2015

DEVELOPMENT AND IMPLEMENTATION OF SYSTEM FOR PERFORMANCE EVALUATION FOR SERBIAN HEIS AND SYSTEM - PESHES

DETAILEDDESCRIPTION OF THE PROJECT

(To be attached to the eForm)

Version 1 (2016) – 20.10.2015

PART D - Quality of the project team and the cooperation arrangements

D.1. Organisations and activities

This part must be completed separately by each organisation participating in the project (applicant and partners).

Partner number	999641843	P1
Organisation name& acronym	University of Belgrade, UBG	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

The University of Belgrade is the oldest university in Serbia and the largest in this part of Europe. Founded in 1808, it consists of 31 faculties, 11 research institutes, 8 centers, Computer Center and the University Library with more than 3.500.000 volumes. It provides education in sciences and mathematics, technology and engineering sciences, medical sciences, social sciences and humanities, with 340 study programs, over 95.000 students and 5.000 academic and research staff, 3,696 papers in 2014 on SCI, SSCI and AHCI lists, numerous publications and scientific and research projects. The University has 11 endowments and 7 funds for supporting the best students. The University of Belgrade has served its people, and its former students and teachers have greatly contributed towards the development of cultural, scientific, educational, political and economical life of our country. For more information about the University of Belgrade please visit www.bg.ac.rs.

Please describe also the role of your organisation in the project (limit 1000 characters).

The University of Belgrade will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University in Nis will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The University of Belgrade as grant holder institution will have a specially responsibilities in reporting to EACEA (midterm and final reports) as well as set of financial and daily management activities. The representative of University of Belgrade will be president of PCB .

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Sima Avramović	Prof. Dr.Sima Avramovićis Dean of the University of Belgrade Faculty of Law. He obtained all his academic qualifications at the University of Belgrade Faculty of Law (BL, LL.M. and PhD), where he has been teachingsince 1973. He has chaired the Cathedra for Legal History in several mandates and as of 2012 he has taken the function of the Dean of the Faculty. He is the president of the Alan Watson Foundation, honorary president of Forum Romanum, member of the Management Board of the SEELS (South East European Law Schools Network). As a Fulbright Grant holder he has done research at the University of Maryland, USA (1984), as anOnassis Foundation Grant holder in Athens (2006). More recently he has conducted research at theMax Planck Institut für Europeaische Rechtsgeschichte, Frankfurt am Mein (2012). In 1990 he was awarded with an international award *Premio romanistico internationale "Gérard Boulvert".*Sima Avramović has published extensivly both in Serbia and abroad, and is a regular speaker at international conferences. He was the Editor-in-Chief of the Annals of the

	Faculty of Law in Belgrade journal from2006 to 2013. He is a member of Symposion, Gesellschaft für griechische und hellenistische Rechtsgeschichte;Serbian Society for Ancient Studies (Board member); Serbian Scientific Society. European Society for Comparative Legal History; amongst many scientific and professional organizations.
Dr Vladimir Bumbasirevic	Rector of the UB, professor of Histology and Embryology at the MFUB; coordinator of two Tempus projects, dealing with reform of undergraduate and postgraduate studies, and member of management team for FP6 project Medical Research Initiative South-East Europe; as Vice-Dean for research and doctoral studies and Dean of MFUB he was one of the initiators of Doctoral studies reform; activities in development of Faculty of Medicine and connection with the EU Medical Schools have been recognized by the authorities: he was a member of Expert team of Ministry of Education for reform of higher education in Serbia and member of Ministry of Education Work group for development of national qualification framework; at the present member of the ORPHEUS Executive committee, member of Serbian Academy of Sciences and Arts, Serbian Medical Association, European Microscopy Society etc.
Dr Ivanka Popović	Prof. Dr. Ivanka Popović is Vice-Rector for International Cooperation ofthe University of Belgrade. She studied at the University of Maryland, USAand the Faculty of Technology and Metallurgy, University of Belgrade(FTM). She obtained all of her degrees in chemical engineering (BSc, MScand PhD) at the FTM. She became a member of the FTM staff in 1983, rosethrough the academic ranks to the position of full professor and served asDean from 2006 to 2012. Ivanka Popović is the author or co-author of morethan 60 papers in international scientific journals with a total citationof more than 1600 and h-index of 14. She was President of the SerbianChemical Society 2009-2012. She is currently a member of the Executive Board of the European Association of Chemical and Molecular Sciences andPresident of the Association of Italian and Serbian Scientists andScholars.
Dr Milena Djordjević	Ass. Prof. Dr. Milena Djordjević is Vice-Dean for International Cooperation of the University of Belgrade Faculty of Law where she has been teaching since 2002. She completed her undergraduate and doctorate level of legal education at the University of Belgrade Faculty of Law, whilst she completed master studies at the University of Pittsburgh School of Law. She was awarded as student of her generation in 2000, and she received numerous awards for her acheieveemnets at the master studies in 2002. In preparation for her doctoral thesis she has conducted research at the Max-Planck Institute of International Private and Foreign Law in Hamburg, Germany, as a holder of its stipend, in August-September 2005 and in January 2008; and at the University of Salzburg, Austria in July 2007. Her doctoral thesis was awarded by the Chamber of Commerce of Belgrade in 2012. She is the director of Center for Legal Skills at the Faculty, a Board member of Serbian Arbitration Association and of Association of Commercial Lawyers. She is the editor of the journal Harmonius Journal of Legal and Social Studies in SEE. She is also an experienced arbitragtor and expert witness in domestic and transnational litigation and arbitration. She has published extensivly in her field of reasarch and she regularly speaks at international conferences.

Partner number	998833833	P2
Organisation name& acronym	University of Novi Sad, UNS	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

University of Novi Sad is the second biggest University in Serbia and reputable educational and scientific institution, providing teaching and research. Having invested considerable efforts in intensifying international cooperation and participating in the process of university reforms in Europe, the UNS has come to be recognized as a reform-oriented university in the region. University is multidisciplinary, committed to excellence, and produces well-qualified and competent graduates, who find their place in the labour market. During 2013/2014 academic year all three levels of studies were attended by 50 358 students on 14 Faculties and on 359 study programs. In teaching process is enrolled around 4 000 teaching stuff, domestic and foreign.

Faculty of Technical Sciences - FTS is the biggest faculty within the UNS according to the number of students (over 12 000) at all three levels of studies organized as a unique complex institution comprising smaller organizational units such as departments, chairs, research centers, registrar offices, etc. for appropriate scientific fields and laboratories. Faculty was founded in 1960 and till now it has developed 13 departments, 10 administrative services and 33 research centres. With more than 1 100 employees, covering the area of over 35 000 m^2 divided into 8 buildings, the Faculty ranks among the largest and most developed faculties in the region. The activities of the FTS have been divided in education, research and development and applied research in cooperation with Industry. The Faculty has been issued the certificates EN ISO 9001:2008, ISO 14001:2009 and OHSAS 18001:2007 and is accredited as a research and scientific institution.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The University of Novi Sad will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University in Belgrade will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The University of Novi Sad will be responsible for working package Development of ICT for support of stakeholders needs and data presentation.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Ivan Luković	**Ivan Luković** has 25 years of work experience in academic and industry sectors, and works as a Full Professor at the University of Novi Sad, Faculty of Technical Sciences, where he lectures in several Computer Science and Informatics courses. His research interests are related to Database Systems, Information Systems, Software and System Engineering, Domain Specific Modeling, Business Intelligence (BI) and Data Warehouse (DW) systems. He is the author or co-author of over 100 papers, 4 books, and 30 industry projects and software solutions in the area. His main research interests are particularly focused on Theory of Data Models, System Design, particularly Logical and Physical Database Design, Development and Usage of MDSD / CASE tools in Software Engineering and System Design, and Domain Specific Modeling and Languages in System Design. In the area of BI and DW systems, he has been engaged in applications in Educational Data Mining and Health Care Data Mining. Publications: • Ivančević V, Tušek I, Tušek J, Knežević M, Elheshk S, Luković I, "Using Association Rule Mining to Identify Risk Factors for Early Childhood Caries", Computer

Methods and Programs in Biomedicine, Elsevier, ISSN: 0169-2607, DOI: 10.1016/j.cmpb.2015.07.008, 2015, pp. 175-181.

- Popović A, Luković I, Dimitrieski V, Đukić V, "A DSL for Modeling Application-Specific Functionalities of Business Applications", Computer Languages, Systems & Structures (COMLAN), Elsevier, ISSN: 1477-8424, DOI: 10.1016/j.cl.2015.03.003, Vol. 43, 2015, pp. 69-95.
- Luković I, Varanda Pereira, M. J, Oliveira N, Cruz D., Henriques, P. R., "A DSL for PIM Specifications: Design and Attribute Grammar based Implementation", Computer Science and Information Systems (ComSIS), Consortium of Faculties of Serbia and Montenegro, Belgrade, Serbia, ISSN: 1820-0214, DOI: 10.2298/CSIS101229018L, Vol. 8, No. 2, 2011, pp. 379-403.
- Luković I, Ivančević V, Čeliković M, Aleksić S, "DSLs in Action with Model Based Approaches to Information System Development", in the book: Formal and Practical Aspects of Domain-Specific Languages: Recent Developments, (Ed.) Marjan Mernik, IGI Global, USA, 2013, ISBN: 978-1-4666-2092-6, DOI: 10.4018/978-1-4666-2092-6, pp. 502-532.
- Luković I, Mogin P, Pavićević J, Ristić S, "An Approach to Developing Complex Database Schemas Using Form Types", Software: Practice and Experience, John Wiley & Sons Inc, Hoboken, USA, ISSN: 0038-0644, DOI: 10.1002/spe.820, Vol. 37, No. 15, 2007, pp. 1621-1656.

Projects:
- COST IC1404, Multi-Paradigm Modelling for Cyber-Physical Systems (MPM4CPS), URL: http://www.cost.eu/domains_actions/ict/Actions/IC1404; 2014-1018; MC Member, Serbia.
- III-44010, *Intelligent Systems for Software Product Development and Business Support based on Models*, Ministry of Education and Science of Republic of Serbia; University of Novi Sad, Faculty of Technical Sciences; University of Belgrade, Faculty of Business Administration; University of Kragujevac, Faculty of Economics, Faculty of Engineering, and Faculty of Science; 2011-2016; Budget ~600.000 EUR; Project Manager and Principal Investigator.
- *Self-Adapting Interface Technology for the Integration of Machines and Information Systems*, Bilateral Project, Ministry of Education and Science of Republic of Serbia and DAAD Germany; University of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia, and University of Leipzig, Institute for Applied Informatics (InfAI) e.V., Leipzig, Germany; 2016-2017, Project Manager. Budget: ~10.000 EUR.
- *Discovering Effective Methods and Architectures for Integration of Modeling Spaces with Applications in Various Problem Domains*, Bilateral Project of Ministry of Science and Education of Republic of Serbia and DAAD Germany: University of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia, and University of Leipzig, Institute for Applied Informatics (InfAI) e.V., Leipzig, Germany, 2014-2015, Project Manager. Budget: ~10.000 EUR.
- TR-13029, *A Development of an Intelligent Environment for the Design and Implementation of Information Systems*, Ministry of Science and Technological Development of Republic of Serbia; University of Novi Sad, Faculty of Technical Sciences; University of Kragujevac, Faculty of Economics and Faculty of Mechanical Engineering; ZASTAVA A.D. Kragujevac; Budget ~120.000 EUR; 2008-2010; Project Manager and Principal Investigator.

Dr Slavica Kordić	Slavica Kordić (Aleksić) works as an Assistant Professor at the University of Novi Sad, Faculty of Technical Sciences, where he lectures in several Computer Science and Informatics courses. His research interests are related to Database Systems, Information Systems, Software and System Engineering, and Domain Specific Modeling. Her main research interests are particularly focused on Theory of Data Models, System Design, particularly Logical and Physical Database Design, Development and Usage of MDSD / CASE tools in Software Engineering and System Design, and Domain Specific Modeling and Languages in System Design. His related research interests include also: Formal Languages and Domain Specific Languages in Software Engineering; Requirements Engineering and Process Specification; Database Management Systems – Architecture and Administration; Business

	Intelligence, Data Warehouse Systems and OLAP.Since 2006, Slavica Kordić is a member of the editorial team of the ComSIS Journal (www.comsis.org).Slavica Kordićgained certificates in (a selected list):Domain Specific Modeling, Summer School, Universidade Nova de Lisboa, Lisbon, Portugal, 2011; PL/SQL Oracle Academy, Vienna, 2009.

Publications:

- Ristić S, Aleksić S, Čeliković M, Luković I, "Generic and Standard Database Constraint Meta-Models", Computer Science and Information Systems (ComSIS), Consortium of Faculties of Serbia and Montenegro, Belgrade, Serbia, DOI: 10.2298/CSIS140216037R, ISSN: 1820-0214, Vol. 11, No. 2, 2014, pp. 679-696.
- Ristić S, Aleksić S, Čeliković M, Luković I, "Meta-Modeling of Inclusion Dependency Constraints", 6th Balkan Conference in Informatics (BCI 2013), September 19-21, 2013, Thessaloniki, Greece, Proceedings, ACM New York, USA, DOI=10.1145/2490257.24, ISBN: 978-1-4503-1851-8, pp. 114-121, Best paper award.
- Aleksić S, Ristić S, Luković I, Čeliković M, "A Design Specification and a Server Implementation of the Inverse Referential Integrity Constraints", Computer Science and Information Systems (ComSIS), DOI: 10.2298/CSIS111102003A, ISSN: 1820-0214, Vol. 10, No. 1, 2013, pp. 283-320. (IF2013 = 0.575)
- Luković I, Ivančević V, Čeliković M, Aleksić S, "DSLs in Action with Model Based Approaches to Information System Development", in the book: Formal and Practical Aspects of Domain-Specific Languages: Recent Developments, (Ed.) Marjan Mernik, IGI Global, USA, 2013, ISBN: 978-1-4666-2092-6, DOI: 10.4018/978-1-4666-2092-6, pp. 502-532.
- Ristić S, Aleksić S, Čeliković M, Luković I. "Meta-Models in Support of Dfatabase Model Transformations", in the book: Information and Communication Technologies in Everyday Life: Opportunities and Challenges, (Ed.) Ali AL-Dahoud, Ubiquitous Computing and Communication (UbiCC) Research Publishing, 2014, ISBN 978-1-312-55980-6, pp. 45-62.

Projects

1. COST IC1404, Multi-Paradigm Modelling for Cyber-Physical Systems (MPM4CPS), URL: http://www.cost.eu/domains_actions/ict/Actions/IC1404; 2014-1018; MC Member, Serbia.
2. *Discovering Effective Methods and Architectures for Integration of Modeling Spaces with Applications in Various Problem Domains*, Bilateral Project, Ministry of Education and Science of Republic of Serbia and DAAD Germany; University of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia, and University of Leipzig, Institute for Applied Informatics (InfAI) e.V., Leipzig, Germany; 2014-2015; Budget: ~10.000 EUR; Principal Investigator.
3. TR-37017, *The Modeling of State and Structure of Slope Processes using GNSS, Laser Scanning Technologies and GPR*; Ministry of Education and Science of Republic of Serbia; University of Novi Sad; Faculty of Technical Sciences; 2011-; Principal Investigator.
4. III-44010, *Intelligent Systems for Software Product Development and Business Support based on Models*, Ministry of Education and Science of Republic of Serbia; University of Novi Sad, Faculty of Technical Sciences; University of Belgrade, Faculty of Business Administration; University of Kragujevac, Faculty of Economics, Faculty of Engineering, and Faculty of Science; 2011-2015; Budget ~600.000 EUR; Principal Investigator.
5. TR-13029, *A Development of an Intelligent Environment for the Design and Implementation of Information Systems*, Ministry of Science and Technological Development of Republic of Serbia; University of Novi Sad, Faculty of Technical Sciences; University of Kragujevac, Faculty of Economics and Faculty of Mechanical Engineering; ZASTAVA A.D. Kragujevac; Budget ~120.000 EUR; 2008-2010; Principal Investigator.

Dr Ivan Beker	Ivan Beker, Ph.D. has been member of the team that implemented more than 170 projects for enterprises, concerning Maintenance Management and Quality Management Systems and he was also member of the team that conducted more

	than 60 seminars for enterprises, where the main topics were staff training in the area of maintenance, quality and lean thinking. In the field of Tempus projects, he has participated in 9 projects, in 3 of those, he was/is member of the project core management team and in one project he is Key Person (LeanEA). During his work at University of Novi Sad, he has participated in developing and accreditation of 5 study programs. Projects: 　1. Project 511084-TEMPUS-1-2010-1-RS-TEMPUS-JPHES LeanEA – Production and Profitability improvement in Serbia Enterprises by adopting Lean Thinking Philosophy and strengthening Enterprise – Academia connections 　2. Project 145009-Tempus-2008-RS-JPHES - CONCUR - Conversion Courses for Unemployed University Graduates in Serbia 　3. Project 158926-TEMPUS-1-2009-1-RS-TEMPUS-SMGR - GOMES - Governance and Management Reform in Higher Education in Serbia 　4. Project TEMPUS JP 510985-2010 – ISIS - Improvement of Students' Internship in Serbia 　5. Project 144959-TEMPUS-2008-RS--JPCR – PLM - Master Studies and Continuing Education Network for Product Lifecycle Management with Sustainable Production References: 　1. Gračanin Danijela; Lalić Bojan; Beker Ivan; Lalić Danijela; Buchmeister Borut: Cost-Time Profile Simulation in Job Shop Scheduling Optimization, International Journal of Simulation Modelling ISSN: 1726-4529 Vol. 12, No. 4, pp. 213-224, ISBN 1726-4829, DAAAM International Vienna; 　2. Jocanović Mitar; Šević Dragoljub; Karanović Velibor; Beker Ivan; Dudić Slobodan: Increased Efficiency of Hydraulic Systems Trough Reliability Theory and Monitoring of System Operating Parameters, Strojniski vestnik - Journal of Mechanical Engineering ISSN: 0039-2480, Vol. 58, No. 4, pp. 281-288, ISBN 0039-2480, Faculty of Mechanical Engineering, Ljubljana 　3. Radlovački Vladan; Pečujlija Mladen; Kamberović Bato; Jovanović Radmila; Delić Milan; Beker Ivan, Satisfaction of High School Students with the Applicability of Their Knowledge, TTEM. Tehnics tehnologies education management ISSN: 1840-1503, Vol. 7, No. 2, pp. 777-785, ISBN 1840-1503 　4. Radlovački Vladan; Beker Ivan; Majstorović Vidosav D.; Pečujlija Mladen; Stanivuković Dragutin; Kamberović Bato, Quality Managers' Estimates of Quality Management Principles Application in Certified Organisations in Transitional Conditions - Is Serbia Close to TQM, Strojniski vestnik - Journal of Mechanical Engineering ISSN: 0039-2480, Vol. 57, No. 11, pp. 851-861, ISBN 0039-2480 　5. Beker Ivan; Morača Slobodan; Tešić Zdravko; Šević Dragoljub; Rikalović Aleksandar; Radlovački Vladan; LEAN SISTEM, ISBN 978-86-7892-630-3, Univerzitet u Novom Sadu, Fakultet tehničkih nauka
Nemanja Igić	From 2015, Nemanja Igić works as a Teaching assistantat the University of Novi Sad, Faculty of Technical Sciences, where he lectures in several Computer Science and Informatics courses.His research interests are related toBig data analysis,Data Science, designing ETL processes, and Databases. He is the author of 2 papers and several projects in the field. His main research interests are particularly focused on data science, especially on extracting, cleaning and structuring data from various resources, such as websites, social networks, databases and various file formats and using various techniques to analyse data, such as complex statistical and data mining models. Publications: 1.Igić N, Dimitrieski V, Luković I, Aleksić S, Čeliković M. "Architecture and Algorithms for Filtering Tweets Based on Chosen Countries and Cities**,** 5th International Conference on Information Society Technology and Management (ICIST 2015), Kopaonik, Serbia, March 8-11, 2015, Proceedings, Association for Information systems and Computer networks, Belgrade, Serbia, pp. 368–373. **2.** Vladimir Dimitrieski, Milan Čeliković, Nemanja Igić, Heiko Kern, Freed Stefan,

	"Reuse of Rules in a Mapping-Based Integration Tool", SoMeT 2015. Projects: *1. Atomia data migration and service integration tool*; Devtech Limited; Novi Sad; 2015; Software Engineer.
Milan Čeliković	**Milan Čeliković** works as a Teaching Assistant at the University of Novi Sad, Faculty of Technical Sciences, where he lectures in several Computer Science and Informatics courses. His research interests are related to Database Systems, Information Systems, Software and System Engineering, and Domain Specific Modeling. His research efforts have been particularly devoted to: (i) Developing criteria for a "good" conceptual and implementation (logical) schema design for large databases, (ii) Relationship between database schema and the specification of a transaction program, (iii) Development of the meta-model, model transformations, and a MDSD/CASE tool (IIS*Case) for information system development, (iv) Data Warehouse schema design at the conceptual level, and the ETL processes implementation using Oracle Data Integrator (ODI). His research interests include also: Formal Languages and Domain Specific Languages in Software Engineering; Requirements Engineering and Process Specification; Database Management Systems – Architecture and Administration; Business Intelligence, Data Warehouse Systems and OLAP. Publications: • Čelković M, Luković I, Aleksić S, Ivančević V, "A MOF based Meta-Model and a Concrete DSL Syntax of IIS*Case PIM Concepts", Computer Science and Information Systems (ComSIS), DOI: 10.2298/CSIS120203034C, ISSN: 1820-0214, Vol. 9, No. 3, 2012, pp. 1075-1103. • Čeliković M, Dimitrieski V, Aleksić S, Ristić S, Luković I, "A DSL for EER Data Model Specification," presented at the 23rd International Conference on Information Systems Development, Varaždin, Croatia, 2014, pp. 290–297. • Luković I, Ivančević V, Čeliković M, Aleksić S, "DSLs in Action with Model Based Approaches to Information System Development", in the book: Formal and Practical Aspects of Domain-Specific Languages: Recent Developments, (Ed.) Marjan Mernik, IGI Global, USA, 2013, ISBN: 978-1-4666-2092-6, DOI: 10.4018/978-1-4666-2092-6, pp. 502-532. • Dimitrieski V, Čeliković M, Aleksić S, Ristić S, Alargt A, Luković I, "Concepts and Evaluation of the Extended Entity-Relationship Approach to Database Design in a Multi-Paradigm Information System Modeling Tool," Computer Languages, Systems & Structures (COMLAN), Elsevier, 2015, ISSN: 1477-8424, DOI: 10.1016/j.cl.2015.08.011 • Aleksić S, Ristić S, Luković I, Čeliković M, "A Design Specification and a Server Implementation of the Inverse Referential Integrity Constraints", Computer Science and Information Systems (ComSIS), DOI: 10.2298/CSIS111102003A, ISSN: 1820-0214, Vol. 10, No. 1, 2013, pp. 283-320. Projects: • III-44010, *Intelligent Systems for Software Product Development and Business Support based on Models*, Ministry of Education and Science of Republic of Serbia; University of Novi Sad, Faculty of Technical Sciences; University of Belgrade, Faculty of Business Administration; University of Kragujevac, Faculty of Economics, Faculty of Engineering, and Faculty of Science; 2011-; Budget ~600.000 EUR; Principal Investigator. • TR-37017, *The Modeling of State and Structure of Slope Processes using GNSS, Laser Scanning Technologies and GPR*; Ministry of Education and Science of Republic of Serbia; University of Novi Sad; Faculty of Technical Sciences; 2011- ; Principal Investigator. • *Discovering Effective Methods and Architectures for Integration of Modeling Spaces with Applications in Various Problem Domains*, Bilateral Project, Ministry of Education and Science of Republic of Serbia and DAAD Germany; University of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia, and University of Leipzig, Institute for Applied Informatics (InfAI) e.V., Leipzig, Germany; 2014-

	2015; Budget: ~10.000 EUR; Principal Investigator.
	• *Self-Adapting Interface Technology for the Integration of Machines and Information Systems*, Bilateral Project, Ministry of Education and Science of Republic of Serbia and DAAD Germany; University of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia, and University of Leipzig, Institute for Applied Informatics (InfAI) e.V., Leipzig, Germany; 2016-2017; Budget: ~10.000 EUR; Principal Investigator.
	• Development of Enterprise Resource Planning (ERP) Software;, DOOB Innovation Studio, Novi Sad Branch, Serbia; Budget: N/A; 2015 -; Member of the Project Team.

Partner number	998833736	**P3**
Organisation name& acronym	University of Niš, UNI	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

The University of Niš, founded in 1965 as a state higher-education institution, is a state-governed educational and researchinstitution that comprises 13 faculties, offering wide and diversified study and research opportunities at both undergraduate and graduate level, including opportunities to obtain a PhD degree.It was accredited as an independent public higher-education institutionon January 31th, 2009. All its constituent faculties were also duly accredited in line with the Law on Higher Education.The University of Niš is a medium-sized, mature and well developed academic community. The teaching process is covered by 1639 teaching staff members and 740 administrative and support staff.In the academic 2015/2016 year, the University of Niš numbers about 28500 students at all study levels.

Research work is performed at all faculties, in the areas of basic, applied and scientific research. The University of Niš is the first university in Serbia to sign (in 2010) "The European Charter for Researchers" and "The Code of Conduct for the Recruitment of Researchers" (C&C). In 2015 it was awarded by "Logo for the excellence in the area of improving the working conditions of researchers (HR Excellence in Research)", thereby University of Niš was finally recognized for dedication and commitment to improving Human Resourcespolicies in the line with "The European Charter for Researchers" and C&C.

The University of Niš has significant experience in international programs such as Tempus, Erasmus, FP6 and FP7. Within the EM ECW program, the University of Niš entered the exchange of students and teaching staff in 2008 as a partner in the Project BASILEUS. In 2011, the University became a consortium member of the Project EM2STEM. University of Niš also became partner of other Erasmus Mundus programmes, such as SIGMA, ERAWEB, and EUROWEB. Currently, the University is involved in the following programs: ERASMUS+, SIGMA Agile, EUROWEB+, ERAWEB, GREEN-TECH, TEMPUS and ERASMUS+.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The University of Nis will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University in Nis will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The University of Nis will be responsible for working package Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr. Dragan Antić, Full Professor	Dr. Dragan Antić was born in 1963 in Vranje, Republic of Serbia. He obtained his academic degrees at the Faculty of Electronic Engineering in Niš: BSc in 1987, MSc in 1991, and PhD in 1994. Presently he is employed as a Full Professor at the University of Niš, Faculty of Electronic Engineering. He is also a Head of Department of Control Systems. During his academic career, he was teaching over fifteen different academic courses and wrote more than 180 scientific papers for journals and conferences, mainly in his areas of interest: modelling of dynamical systems, bond graphs, sliding mode control, intelligent control, etc. Some of the most representative references (in the last five years) are: 1. D. Antić, B. Danković, S. Nikolić, M. Milojković, Z. Jovanović,

	"Approximation based on orthogonal and almost orthogonal functions", Journal of the Franklin Institute, vol. 349, no. 1, pp. 323-336, 2012.
	2. S. Perić, D. Antić, V. Pavlović, S. Nikolić, M. Milojković, "Ultra selective low-pass linear-phase FIR filter function", Electronics Letters, vol. 49, no. 9, pp. 595-597, 2013.
	3. M. Milojković, D. Antić, S. Nikolić, Z. Jovanović, S. Perić, "On a new class of quasi-orthogonal filters", International Journal of Electronics, vol. 100, no. 10, pp. 1361-1372, 2013.
	4. M. Milojković, D. Antić, M. Milovanović, S. Nikolić, S. Perić, M. Almawlawe, "Modeling of dynamic systems using orthogonal endocrine adaptive neuro-fuzzy inference systems", Journal of Dynamic Systems Measurement and Control, DOI: 10.1115/1.4030758, 2015.
	5. S. Perić, D. Antić, M. Milovanović, D. Mitić, M. Milojković, S. Nikolić, "Quasi-sliding mode control with orthogonal endocrine neural network-based estimator applied in anti-lock braking system", *IEEE/ASME Transactions on Mechatronics*, DOI: 10.1109/TMECH.2015.2492682, 2016.
	All his references are available at:
	http://www.npao.ni.ac.rs/elektronski-fakultet/item/107-dragan-s-antic
	He is also a member of several professional organizations and an editor or a reviewer in fourteen international journals. He participated in more than twenty different national and international projects. Some of the most representative projects (in the last five years) are:
	1. "Development and improvement of automotive and urban engineering studies in Serbia" - DIAUSS, 516729-TEMPUS-1-2011-1-RS-TEMPUS-JPCR, 2011-2014.
	2. "MORE SYNergy between Higher and Secondary EDUcation in Informatics, Computing and Electrotechnics" - MORESYN-EDU, IPA No. 2007CB16IPO006-2011-2-14, 2013.
	3."Bridge technical differences and social suspicions contributing to transform the Adriatic area in a stable hub for a sustainable technological development" – IPA 2°ord/0127 ADRIA-HUB, 2012-2015.
	4. "Blending academic knowledge in technology enhanced learning" – BAEKTEL, Tempus, 2014-2016.
	5. "Building network of remote labs for strengthening university-secondary vocational schools collaboration" – NERELA, Tempus, 2014-2016.
	He also participated in TEMPUS projects DELFIS (Development of Lifelong Learning Framework in Serbia), DEMTEC (Development of Master Study Programmes in Telecommunications and Control). Prof. Antic is team leader at University of Niš for TEMPUS project RODOS (Restructuring of Doctoral Studies in Serbia), which should harmonize doctoral studies from the point of the real needs of academia, industry and society at large, as well as the current EU practice.He is currently a team member of two more Erasmus+ projects RE@WBC (Enhancement of HE research potential contributing to further growth of the WB region) and IF4TM (Institutional framework for development of the third mission of universities in Serbia).
Dr. Zoran Nikolić, Full Professor	Dr. Nikolić is a Full Professor with the Faculty of Electronic Engineering in Niš. He is responsible for quality assurance and quality enhancement at all three cycles of academic studies at the University of Niš. His main and most important task is emphasizing quality of education and research as integrative processes which will connect the University and its faculties. He is also a member of the working group for the development of National Qualifications Framework, very important document, which will be incorporated in the new Law on Higher Education of Republic of Serbia. Among other strategic documents, he prepared "Guidelines for Joint

	Degrees", which emphasizes the importance of joint doctoral studies in the broadest context, such as the need for a comprehensive course vision, but also work on a thorough employability strategy for Ph.D. candidates. He has special interest in developing a system survey for employers in which they can express its opinion on knowledge and skills, and competencies of employees who have completed a doctoral program of study at the faculties of the University of Niš.
	During his academic career, he published more than 300 scientific papers. Some of selected ones (in the last five years) are:
	1. Z.S. Nikolic, K. Shinagawa and B. Randjelovic, A Method for Simulation of Grain Coarsening Due to Diffusion in Capillary Liquid Bridge, Atlantis Press 2016, pp. 85-114, ISBN 978-94-6239-156-7, DOI: 10.2991/978-94-6239-157-4
	2. Z.S. Nikolic, Computer Modeling of Rearrangement in Liquid Phase Sintering (Chapter 1), in Computer Science, Technology and Applications, Computer Simulations: Technology, Industrial Applications and Effects on Learning, Nova Science Publishers, New York 2013, pp. 1-54, ISBN: 978-1-62257-580-0
	3. Z.S. Nikolic, Theoretical study of skeletal structure evolution under topological constraints during sintering, Mathematical and Computer Modelling 57 (2013) 1060–1069, DOI: 10.1016/j.mcm.2012.06.026
	4. Z.S. Nikolic, F. Wakai, Three-dimensional computer study of rearrangement during liquid phase sintering, Mathematical and Computer Modelling 55 (2012) 1251–1262, doi:10.1016/j.mcm.2011.10.005
	5. Z.S. Nikolic and K. Shinagawa, A three-dimensional computer study of gravity induced skeletal structure evolution during liquid phase sintering, Mathematical and Computer Modelling 55 (2012) 1825–1832, doi:10.1016/j.mcm.2011.11.039
	All his references are available at:
	http://www.npao.ni.ac.rs/elektronski-fakultet/64-zoran-nikolic
	Prof. Nikolić is an active member of the project team for TEMPUS project RODOS (*Restructuring of Doctoral Studies in Serbia*), which should harmonize doctoral studies taking into account the real needs of academia, industry and society at large, as well as the current EU practice. He is team leader for University of Niš for TEMPUS project BAEKTEL (*Blending academic knowledge in technology enhanced learning*). He is a member of the project team WIMB (*Development of Sustainable Interrelations Between Education, Research and Innovation at WBC Universities in Nanotechnologies and Advanced Materials where Innovation Means Business*) which will enhance capacities of HE institutions in WBC region, by developing sustainable interrelations between Education, Research and Innovation in Nanotechnologies and Advanced Materials, for applications in medical and industrial engineering. He is a team member of two Erasmus+ projects RE@WBC (*Enhancement of HE research potential contributing to further growth of the WB region*) and IF4TM (*Institutional framework for development of the third mission of universities in Serbia*).
Dr. Darko Mitić, Assistant Professor	Dr. Darko Mitić was born in Niš, Serbia, in 1969. He received B.S., M.S. and Ph.D. degree at the University of Niš, Republic of Serbia, in 1992, 1997 and 2006, respectively. He is now working as an Assistant Professor with the Department of Control Systems at the Faculty of Electronic Engineering, University of Niš. He is also a Head of Laboratory for electric drives and analogue control systems. During his academic career, he has been teaching approximately 25 different academic courses. He was actively engaged two

times in accreditation process of Faculty of Electronic Engineering in 2008 and 2013. He was a team leader for the accreditation of the first multidisciplinary master academic study program realized in the scope of TEMPUS Project JP-00051-2008 in 2010. He is author and co-author of more than 140 scientific papers in refereed journals and at international/national conferences. His current research interests include sliding mode control, signal processing and predictive control. The list of his recently published journal papers are given below.

1. Staniša Lj. Perić, Dragan S. Antić, Miroslav B. Milovanović, Darko B. Mitić, Marko T. Milojković, Saša S. Nikolić: "Quasi-sliding mode control with orthogonal endocrine neural network-based estimator applied in anti-lock braking system", IEEE/ASME Transactions on Mechatronics, Print ISSN: 1083-4435, (DOI: http://dx.doi.org/10.1109/TMECH.2015.2492682), *Publisher: IEEE/ASME, accepted for publication.*

2. Saša S. Nikolić, Dragan S. Antić, Marko T. Milojković, Miroslav B. Milovanović, Staniša Lj. Perić, Darko B. Mitić, "Application of Neural Networks with Orthogonal Activation Functions in Control of Dynamical Systems", International Journal of Electronics, Vol. 103, No. 4, (2016), pp. 667-685. ISSN: 0020-7217, (DOI: http://dx.doi.org/10.1080/00207217.2015.1036811), Publisher: Taylor & Francis. April 2016.

3. Darko B. Mitić, Goran S. Jovanović, Mile K. Stojčev, Dragan S. Antić: "Phase-synchroniser based on gm-C all-pass filter chain with sliding mode control", International Journal of Electronics, Vol. 102, No. 3, (2015), pp. 362-375, ISSN: 0020-7217, (DOI: http://dx.doi.org/10.1080/00207217.2014.896421), *Publisher: Taylor & Francis.*

4. Staniša Perić, Dragan Antić, Vlastimir Nikolić, Darko Mitić, Marko Milojković, Saša Nikolić: "A new approach to the sliding mode control design: Anti-lock braking system as a case study", Journal of Electrical Engineering, Vol. 65, No. 1, (2014), pp. 37-43, ISSN: 1335-3632, (DOI: http://dx.doi.org/10.2478/jee-2014-0005), *Publisher: Faculty of Electrical Engineering and Information Technology of the Slovak Technical University, and the Institute of Electrical Engineering of the Slovak Academy of Sciences.*

5. Darko Mitić, Staniša Perić, Dragan Antić, Zoran Jovanović, Marko Milojković, Saša Nikolić: "Digital sliding mode control of anti-lock braking system," Advances in Electrical and Computer Engineering, Vol. 13, No. 1, (2013), pp. 33-40, ISSN: 1582-7445, e-ISSN: 1844-7600, (DOI: http://dx.doi.org/10.4316/AECE.2013.01006), *Publisher: Stefan cel Mare University of Suceava, Faculty of Electrical Engineering and Computer Science.*

All his references are available at:

http://www.npao.ni.ac.rs/elektronski-fakultet/417-darko-mitic

He participated in more than twenty different national and international projects. Some of the most representative Tempus projects are:

1. TEMPUS Project JP-00051-2008 "Conversion Coursesfor UnemployedUniversity Graduates in Serbia", Grant Holder prof. dr Miroslav Plančak

2. TEMPUS Structural Measures Project 158999-TEMPUS-1-2009-1-ES-TEMPUS-SMGR "Strengthening Quality Assurance System with Western Balkans HEIs in Support of National and Regional Planning", rukovodilac dr Carolina Madeleine, University of Alicante.

3. "Development and improvement of automotive and urban engineering studies in Serbia" - DIAUSS, 516729-TEMPUS-1-2011-1-RS-TEMPUS-JPCR,

	2011-2014. 4. "Blending academic knowledge in technology enhanced learning" – BAEKTEL, Tempus, 2014-2016. 5. "Building network of remote labs for strengthening university-secondary vocational schools collaboration" – NERELA, Tempus, 2014-2016.
Dr. Dragana Cvetković-Ilić , Full Professor	**Dragana Cvetković-Ilić** is a full professor at the Department of Mathematics, Faculty of Science and Mathematics, University of Nis, Serbia. She is the author of 2 books and 6 papers on the SCIE list. Her area of expertise includes teaching methodology in science, operators theory, functional analysis, theory of generalized inverses. In 2010 she received the award "For women in Science" by LOREAL-UNESCO and Ministry of Education of the Republic of Serbia and in 2014 the "Award for achievements in Mathematical Sciences" by Mathematical Society of Serbia. She was a member of the C&C cohort (European Charter and Code for Researchers) and a member of the Work group for the implementation of HRS4R (Human Resources Strategy for Researchers) at the University of Nis. She has been member of the following research projects, granted by the Ministry of Science of Serbia: 1) Operator equations, approximations and applications, 2002-2006, (no. 1232) ; 2) Operator theory, stochastic analysis and applications, 2006-2010, (no. 144003); 3) Functional analysis, stochastic analysis and applications, 2011-, (no. 174007) Currently, together with Professor Georg Regensburger, she is the head of the Austrian-Serbian Bilateral Research Project: "Generalized inverses, symbolic computation and operator algebras" (2016–2017). She was the head of the China-Serbian Bilateral Research Project: "Generalized inverses and applications " (2013–2015)and now she participate in the China-Serbian Bilateral Research Project: "The perturbation of the generalized inverses, geometric structures, fixed point theory and applications " (2015–2017). She is the academic coordinator of the Erasmus+ project, Enhancement of HE research potential contributing to further growth of the WB region / Re@WBC.

Partner number	998850323	**P4**
Organisation name& acronym	Universityof Kragujevac, UKG	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

University of Kragujevac, with its 12 faculties, is a modern educational and research centre embracing almost all major areas of teaching and research. Six of its faculties are located in Kragujevac, the centre of Šumadija Region, while other six faculties are located in five towns of Central Serbia – Kraljevo, Vrnjačka Banja, Čačak, Jagodina and Užice, thus covering the area with more than 2 500 000 inhabitants. The University of Kragujevac offers a wide range of study programs on bachelor, master and doctoral levels.

The academic and professional studies are based on approved and accredited study programs. The academic studies are organized and taught as:

1) primary academic studies lasting three to four years and granting, upon their completion, 180 to 240 ECTS points;

2) master academic studies lasting one to two years and granting, upon their completion, 60 to 120 ECTS points;

3) specialized academic studies lasting at least one year and granting, upon their completion, at least 60 ECTS points;

4) PhD academic studies lasting at least three years and granting, upon their completion, at least 180 ECTS points.

Academic study programs in medical sciences (which last six years) are integrated within the primary and master academic studies so as to acquire 360 ECTS points upon their completion.

The professional studies are organized and taught as:

1) primary expert studies lasting three years and granting, upon their completion, 180 ECTS points;

2) specialized expert studies lasting at least one year and granting, upon their completion, at least 60 ECTS points.

Please describe also the role of your organisation in the project (limit 1000 characters).

The University of Krgujevac will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University in Kragujevac will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The University of Kragujevac will be responsible for working package Quality control and monitoring in the behalf of Serbian partners

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Miladin Stefanovic	Full professor on Faculty of Engineering at University of Kragujevac. He research interests cover industrial engineering and engineering management. He is author or co-author of 200 papers published in national and international conferences and journals, 8 books and 3 chapters (inEnglish). He is author of number of software solutions and five technicalsolutions. He participated in more than 20 national and internationalprojects (TEMPUS, EAR, WUS eLearning projects and CDP+, Project funded byMinistry of Science). He was grant holder of TEMPUS Project Improvement of Students Internship in Serbia, JP 510985-2010. Professor Stefanovic is the manager of the Knowledge Transfer Center at University of Kragujevac andCenter for Computer Integrated Manufacturing

	at Faculty of Engineering. He was contact person in project "Virtual incubator programme for SME's". Member of IFIP International Federation for InformationProcessing – Technical Committee – TC3 Education January 2007 and member of editor board in five International Journals. Actively uses English language. Recent papers: • M. Stefanovic, S.Arsovski, Z. Arsovski, A. Aleksic, S. Nestic, D. Rajkovic, Z. Punosevac, Integration of Virtual and Networked Organization Using Server Oriented Architecture, Springer Berlin Heidelberg, ISBN 978-3-642-31799-6, Berlin Heidelberg, 2012 • Snezana Nestic, Miladin Stefanovic, Aleksandar Djordjevic, Slavko Arsovski, Danijela Tadic, A model of the assessment and optimization of production process quality using the fuzzy set and genetic algorithm approach, European Journal of Industrial Engineering, Vol.9, No.1, pp. 77-99, ISSN 1751-5254, Doi http://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ejie, 2015 • Snezana Nestic, Aleksandar Djordjevic, Hrvoje Puskaric, Marija Zahar Djordjevic, Danijela Tadic, Miladin Stefanovic, The evaluation and improvement of process quality by using the fuzzy sets theory and genetic algorithm approach, Journal of Intelligent and Fuzzy Systems, Vol.29, No.5, pp. 2017-2028, ISSN 1064-1246, Doi 10.3233/IFS-151679, 2015 • Stefanovic M., Nestic S., Djordjevic A., Djurovic D., Macuzic I., Tadic D., Gacic M., An assessment of maintenance performance indicators using the fuzzy sets approach and genetic algorithms, Part B: Journal of Engineering Manufacture, Vol.-, No.-, pp. -, ISSN 0954-4054, Doi 10.1177/0954405415572641, 2015 • Stefanovic, M., Tadic, D., Arosvski, S., Pravdic, P., Abadic, N., Stefanovic, N., Determination of the Effectiveness of the Realization of Enterprise Business Objectives and Improvement Strategies in an Uncertain Environment, Expert Systems, Vol.32, No.4, pp. 494–506, ISSN 1468-0394, Doi 10.1111-exsy.12102, 2015 Projects: • Grant holder of TEMPUS Improvement of Students Internship in Serbia, JP 510985-2010 • TEMPUS - Interdisciplinary Engineering Education Establishment, CD_JEP 41029-2006 • TEMPUS - Training for Occupational Safety and Health Improvement, IB_JEP 41045-2006 • TEMPUS CD_JEP 41029-2006: Interdisciplinary Engineering Education Establishment • 543662-TEMPUS-1-2013-1-ME-TEMPUS-JPHES Improvement of partnership with enterprises by enhencement of a regional quality management potentials in WBC
Dr Ivan Mačužić	Ivan Mačužić is Assistant Professor and vice dean for students affairs at the Faculty of Engineeirng, University of Kragujevac, working at Department for production engineering. He is teacher on the following courses: Technical diagnostics, Diagnosis of cancellation, Terotechnology, Maintenance engineering, Maintenance of technical systems, Production technologies, Quality Management, Risk Management. Publications: • Tadic Branko, Vukelic Djordje, Miljanic Dragomir, Bogdanovic Bojan,

	Macuzic Ivan, Budak Igor, Todorovic Petar, Model testing of fixture-workpiece interface compliance in dynamic conditions, JOURNAL OF MANUFACTURING SYSTEMS, (2014), Vol.33, No.1, pp. 76-83, ISSN 0278-6125 • Todorovic Petar, Vukelic Djordje, Tadic Branko, Veljkovic Dejan, Budak Igor, Macuzic Ivan, Lalic Bojan, Modelling of Dynamic Compliance of Fixture/Workpiece Interface, INTERNATIONAL JOURNAL OF SIMULATION MODELLING, (2014), Vol. 13, No. 1, pp. 54-65, ISSN 1726-4529 • Arsenijevic Slobodan, Vukcevic-Globarevic Gordana, Volarevic Vladislav, Macuzic Ivan, Todorovic Petar, Tanaskovic Irena, Mijailovic Milan, Raicevic Sasa, Jeremic Branislav, Continuous controllable balloon dilation: a novel approach for cervix dilation, TRIALS, (2012), Vol. 13, No. 196, pp. 1-14, ISSN 1745-6215 • Todorovic Petar, Gordic Dusan, Babic Milun, Jeremic Branislav, Demichela Micaela, Macuzic Ivan, An Implementation of Infrared Thermography in Maintenance Plans Within a World Class Manufacturing Strategy, THERMAL SCIENCE, (2013), Vol. 17, No. 4, pp. 977-987, ISSN 0354-9836 • Stefanovic Miladin, Tadic Danijela, Djapan Marko, Macuzic Ivan, Software for Occupational Health and Safety Risk Analysis Based on Fuzzy Model, INTERNATIONAL JOURNAL OF OCCUPATIONAL SAFETY AND ERGONOMICS, (2012), Vol. 18, No. 2, pp. 127-136, ISSN 1080-3548 Participation in projects: • CDP + Project No.: 038/2006 "Machinery Condition Monitoring", financed by the Austrian Development Cooperation - WUS - "Support to Higher Education in Serbia and Montenegro 2005-2007" (Project No.: 8093-01-2005) • Training for Occupational Safety and Health Improvement, TEMPUS JEP_41045_2006 • Improvement of Student's Internship in Serbia, TEMPUS JP_510985_2010. • Production and Profitability improvement in Serbia Enterprises by adopting Lean Thinking Philosophy and strengthening Enterprise – Academia connections, TEMPUS JP 511084-2010. • "Innovation through human factors in risk analysis and management - InnHF", FP7 Project ID 289837.
Dr Snezana Nestic	Since 2009, Snezana is a assitant professor at Faculty of Engineering University of Kragujevac .She was involved in holding lectures for students in subject such as: Fluid mechanics, Fundamentals of entrepreneurship management and economy, CIM systems and Management of development. Throughout her additional trainings abroad such as (England, Italy, Greece, Portugal and Spain), she acquired skillsets in Quality Management System, Integrated management systems and Organizational entrepreneurial management. She took a part in project of Serbian Ministry of Education, Science and Technological Development grant III44010 "Intelligent systems for software product development and business support based on models".Took a part in another Tempus project „Improvement of partnership with enterprise by enhancement of a regional Quality Management Potentials in WBC",543662 – TEMPUS – 1-2013-1-ME-TEMPUS-JPHES, (www.eqiwbc.ac.me) 2013-2016.; Took a part in another TEMPUS project titled "Improvement of Students Internship in Serbia", JP 510985-2010; Team

	member of TEMPUS project titled "Conversion Courses for Unemployed University Graduates in Serbia (CONCUR)", 145009-TEMPUS-2008-RS-JPHES, Faculty of Mechanical Engineering, Kragujevac, 2008- 2010; Team member of TEMPUS project titled "Development of Lifelong Learning Framework in Serbia", 145010-TEMPUS-1-2008-1-RS-TEMPUS-JPHES Faculty of Economics, Kragujevac, 2008- 2010. Publications: • M. Stefanovic, S.Arsovski, Z. Arsovski, A. Aleksic, S. Nestic, D. Rajkovic, Z. Punosevac, Integration of Virtual and Networked Organization Using Server Oriented Architecture, Springer Berlin Heidelberg, ISBN 978-3-642-31799-6, Berlin Heidelberg, 2012 • Snezana Nestic, Miladin Stefanovic, Aleksandar Djordjevic, Slavko Arsovski, Danijela Tadic, A model of the assessment and optimization of production process quality using the fuzzy set and genetic algorithm approach, European Journal of Industrial Engineering, Vol.9, No.1, pp. 77-99, ISSN 1751-5254 • Snezana Nestic, Aleksandar Djordjevic, Hrvoje Puskaric, Marija Zahar Djordjevic, Danijela Tadic, Miladin Stefanovic, The evaluation and improvement of process quality by using the fuzzy sets theory and genetic algorithm approach, Journal of Intelligent and Fuzzy Systems, Vol.29, No.5, pp. 2017-2028, ISSN 1064-1246, Doi 10.3233/IFS-151679, 2015 • Stefanovic M., Nestic S., Djordjevic A., Djurovic D., Macuzic I., Tadic D., Gacic M., An assessment of maintenance performance indicators using the fuzzy sets approach and genetic algorithms, Part B: Journal of Engineering Manufacture, Vol.-, No.-, pp. -, ISSN 0954-4054, Doi 10.1177/0954405415572641, 2015 • S. Miladin, A. Slavko, N. Snezana, A. Aleksandar, Integration of Virtual Enterprises Using Service Oriented Architecture, International Journal for Quality Research, Vol.3, No.2, pp. 64-69, ISSN 1800-6540, 2009 • Projects: • TEMPUS Improvement of Students Internship in Serbia, JP 510985-2010 • 543662-TEMPUS-1-2013-1-ME-TEMPUS-JPHES Improvement of partnership with enterprises by enhencement of a regional quality management potentials in WBC
Dr Aleksandar Aleksić	Aleksandar Aleksić is Postdoctoral researcher at the University of Kragujevac, working in a field of Industrial Engineering. He works as Research Associate in Center for Quality as well as assistant in education process on Faculty of Engineering. He is engaged on the following courses: Engineering economy, Mechanical materials, Fundamentals of entrepreneurial management and economics, Communications Management, Quality management, TQM. Publications: • Aleksandar Aleksić, MiladinStefanović, DanijelaTadić, Slavko Arsovski, A fuzzy model for assessment of organizational vulnerability, Measurement, Vol.51, No.-, pp. 214–223, ISSN 0263-2241, Doi.1016/j.measurement.2014.02.003, 2014 • Aleksandar Aleksic, MiladinStefanovic, Slavko Arsovski, DanijelaTadic, An Assessment of Organizational Resilience Potential in SME of Process Industry, The Fuzzy Approach, Journal of Loss Prevention in the Process Industries, Vol.26, No.6, pp. 1238-1245, ISSN 0950-4230, Doi10.1016/j.jlp.2013.06.004, 2013 • DanijelaTadic, Aleksandar Aleksic, MiladinStefanovic, SlavkoArosvski, Evaluation and Ranking of Organizational Resilience Factors by Using a Two Step Fuzzy AHP and Fuzzy TOPSIS, Mathematical Problems in Engineering, Vol.2014, No.Article ID 418085, pp. 13 pages, ISSN 1024-123,

	Doi10.1155/2014/418085, 2014 • MiladinStefanović, DanijelaTadić, Slavko Arsovski, Zora Arsovski, Aleksandar Aleksić, A fuzzy multicriteria method for e – learning quality evaluation, International Journal of Engineering Education, Vol.26, No.5, pp. 1200-1209, ISSN 0949-149, 2010 • DanijelaTadic, AlevTaskinGumus, Slavko Arsovski, Aleksandar Aleksic, MiladinStefanovic, An evaluation of Quality Goals by Using Fuzzy AHP and Fuzzy TOPSIS Methodology, Journal of Intelligent and Fuzzy Systems, Vol.25, No.3, pp. 547-556, ISSN 1064-1246, 2013 Projects: • Training for Occupational Safety and Health Improvement ,TEMPUS Joint European Project 41045_2006 Training for Occupational Safety and Health Improvement • Improvement of Students' Internship in Serbia, TEMPUS project 510985-Tempus -1-2010-1-RS--JPHES • Improvement of partnership with enterprises by enhancement of a regional quality management potentials in WBC, 543662-TEMPUS-1-2013-1-ME-TEMPUS-JPHES • Intelligent Systems for Software Product Development and Business Support based on Models, Ministry of Education, Science and Technological Development of Republic of Serbia, III-44010
Dr Marko Djapan	He has participated as associate researcher in 2 research projects of relevant Serbian ministry and in 3 international projects. He is a member of Safety and Health Center within Faculty of Engineering. He has defended PhD thesis titled as "Improvement of risk assessment model at the workplace based on fuzzy set theory and prognostics". He has published a significant number of scientific papers (over 30) of which over 6 are directly involved in safety field, co-author of 3 technical solution (1 of them is regarding Risk assessment software). Publications: [1] Marko Djapan, DanijelaTadic, Ivan Macuzic, PredragDragojlovic, A new fuzzy model for determining risk level on the workplaces in manufacturing small and medium enterprises, Proceedings of the Institution of Mechanical Engineers, Part O: Journal of Risk and Reliability ISSN 1748-006X, 2015, DOI: 10.1177/1748006X15581219. [2] PetarTodorovic, BorutBuchmeister, Marko Djapan, DjordjeVukelic, Marko Milosevic, BrankoTadic, Milan Radenkovic, Comparative model analysis of two types of clamping elements in dynamic conditions, Technical Gazette, Vol. 21, No. 6, 1273-1279, ISSN 1330-3651, 2014. [3] DanijelaTadić, Marko Đapan, Mirjana Misita, MiladinStefanović, Dragan Milanović, A Fuzzy Model for Assessing Risk of Occupational Safety in Processing Industry, International Journal of Occupational Safety and Ergonomics, Vol.18, No.2, pp. 115-126, ISSN 1080-3548, 2012. [4] MiladinStefanović, DanijelaTadić, Marko Đapan, Ivan Mačužić, Software for Occupational Health and Safety Risk Analysis Based on Fuzzy Model, International Journal of Occupational Safety and Ergonomics, Vol.18, No.2, pp. 127-136, ISSN 1080-3548, 2012. Projects: 1. Training for Occupational Safety and Health Improvement ,TEMPUS Joint European Project 41045_2006 Training for Occupational Safety and Health Improvement 2. Improvement of Students' Internship in Serbia, TEMPUS project 510985-Tempus -1-2010-1-RS--JPHES

Partner number	933416257	**P5**
Organisation name& acronym	State University of Novi Pazar, SUNP	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

SUNP is the only integrated state university in Serbia. With more than 4000 students and 250 permanent teaching staff (170 professors and lecturers and 80 assistants and research fellows) it is contributing to comprehensive development of the region. Integrated structure of SUNP has enabled it, as the youngest state university in Serbia, to develop much faster with the available funds and teaching and administration staff. SUNP operates through ten departments. It is accredited for 45 study programmes (20 bachelor, 20 master and 5 PhD study programmes). Relevant departments for the proposed project are Department for interdisciplinary studies and Departments of Technical Sciences with Civil Engineering and Architecture study programmes. SUNP has noticed results and number of realized projects (national and international) in various areas relevant to subject of this project like curriculum development, life long learning, university/enterprises cooperation, etc.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The University of Novi Pazar will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University in Novi Pazar will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The University of Novi Pazar will be responsible for working package Establishment of infrastructure for the development of system for performance based evaluation in Serbia.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Prof.dr Zoran Marković	He received the B.Sc.E.E., M.Sc.E.E., and Ph.D. degrees in electrical engineering from the University of Belgrade, Belgrade, Serbia, in 1978, 1985, and 1991, respectively. From 1978 to 2005, he was with the Electronic Research and Development Division, Military Institute of Technology, Belgrade, where he became a Research and Development Engineer, the Chief of the Electronic Department and Division, and the Project Manager for the Laser Guidance Systems Project. Since 1985, he has been with the Faculty of Electrical Engineering, University of Belgrade, where he is currently a Professor of remote sensing and infrared thermal imaging (thermal vision) with the Department of Telecommunications. Since 2007, he is an Professor of electronics and informatics field with the Department of Technical Sciences, State University of Novi Pazar, Serbia. He was Vice-Rector for Teaching from 2013-2015, now he is chief of Department of Technical Sciences. He has authored international papers on infrared thermal imaging (the computer model for the line scanning techniques), statistical properties of infrared imagers, laser-tracking systems, position error estimation for the quadrant photodiode position sensor, etc. His research interests include electrooptical systems for reconnaissance, laser guidance systems, and passive infrared tracking systems.

Prof.dr Žarko Barbarić	He is employed at State University of Novi Pazar as a full professor. He participated in 6 national projects as well as 3 international. He is Rector's Assistant for Scientific Projects. He was also Head of the Department of Chemical and Technological Sciences – State University of Novi Pazar. Current research interest of Dr Marković is antioxidative capacity of different classes of flavonoids and polyhydroxy phenols. He published 6 university text books and large number of scientific papers.

Partner number	969428477	**P6**
Organisation name& acronym	Singidunum University, SUB	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

Singidunum University is accredited by the RS Commission for Accreditation and Quality Assurance to carry out bachelor's, master's and doctoral programs within the scientific fields of social, formal and applied sciences. Singidunum University seeks to enable the transfer of current knowledge, methods and techniques applied in the developed university centres of various European countries, as well as to take over the best achievements of the higher education system of national state universities. In other words, the main goal of Singidunum University is education of highly qualified professionals, specialists in the particular areas, who will contribute to overall social and economic development and modernization of society. Singidunum University is keeping pace with the latest scientific trends and achievements, and transfers knowledge to its students through advanced curricula and programmes. There are currently around 12,000 students enrolled at Singidunum University. Lectures are carried out within 16,000 m² of high-quality space equipped with necessary computer and Internet infrastructure, audio-video and other word-class amenities necessary for the efficient learning and teaching process. The University disposes of 16 amphitheatres, 20 lecture halls and 9 computer rooms. The University curricula are harmonized with the principles of the Bologna Declaration and include the European Credit Transfer System (ECTS). All our study programs are designed to meet the needs of the modern business environment, with lectures being held in high-quality modern premises by over 300 eminent professors from the country and abroad. The University successfully cooperates with distinguished higher education institutions from the USA and Europe, as well as with the leading representatives of the Serbian business community.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The Singidunum University will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The Sngidunum University will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management. The Singidunum University as a private University will represent position of pravately owned higher educational institutions in Serbia.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Mladen Veinović	He obtained his B.Sc., M.Sc. and Ph.D. degrees in 1986, 1990 and 1996 respectively, all from the Faculty of Electrical Engineering, University of Belgrade, Serbia. As of 1987, professor Veinovic was employed at the Institute of Applied Mathematics and Electrical Engineering, Belgrade, holding first the position of the researcher up to the head of Department for the development of special purpose devices in telecommunication systems. In 2005 professor Veinovic starts working at Singidunum University, where he held the position of vice dean and dean of the Faculty of Informatics and Computing; whereas currently he is the Rector of the Singidunum University. The research field of professor Veinovic is currently engaged in are data security, computer networks, data bases, digital signal processing. He is the author of many scientific articles in the field of security in telecommunication systems. Publications: • S. Adamović, M. Šarac, M. Milosavljević, *Mladen Veinović*, A.

	Jevremović, An Interactive and Collaborative Approach to Teaching Cryptology, Educational Technology & Society, Vol. 17, No. 1, pp. 197 - 205, Feb, 2014 • Jevremović, M. Šarac, M. Milosavljević, *Mladen Veinović*, Analyzing behavior of students during the electronic testing, Proceedings, ETRAN 2014, Jun, 2014 • Jevremović, S. Adamović, M. Veinović, Mouse tracking visitors to evaluate efficacy of web site design, Serbian Journal of Electrical Engineering, Vol. 11, No. 2, pp. 23 - 23, Jun, 2014 • Opacic, M. Veinović, Web 2.0 technologies in support of knowledge management, Engineering, Vol. 4, pp. 746 - 752, Jan, 2013 • Jevremović, R. Popović, D. Živković, M. Veinović, G. Šimić, Improving Web Performance by a Differencing and Merging System, IJCSI: International Journal of Computer Science Issues, Vol. 9, No. 1, pp. 349 - 355, Jan, 2012 Projects: • PROJECT Title: Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies) (contact person & tim member) Singidunum University as a partner institution, TEMPUSXK-EPPKA2-CBHE-JP 561688-EPP-1-2015-1. • PROJECT Title: Restructuring of doctoral studies in Serbia (RODOS), **(**tim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013. • PROJECT Title: Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS). **(**tim member), Singidunum University as a partner institution; 900 University Management, TEMPUS SM 511332-2010. • PROJECT Title: Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)Singidunum University as a partner institution; TEMPUS No 544538-2013. • PROJECT Title: Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)**(**tim member),Singidunum University as a partner institution; TEMPUS, No. SM 517119-2011.
Milovan Stanišić	He graduated from the Faculty of Economics, University of Sarajevo in 1976. In 1981, he successfully completed his two-year master studies at the Faculty of Economics, University of Belgrade, where he also earned his PhD degree in 1987. He worked at the Faculty of Economics, University of Belgrade for over 24 years, where he was appointed to the rank of full professor. During that period, he was in charge of numerous commercial projects and was coordinating the Center for Capital Value Assessment. He has been actively involved in the management of Sinigidunum University ever since its establishment in 1999. He has been holding the position of the rector of Singidunum University, i.e. University president, since 2005. His areas of expertise include Accounting and Auditing and Financial Accounting. He has authored and co-authored numerous course books and publications in local and foreign scientific journals, and has been involved in numerous international conferences and other scientific gatherings. Publications: • *Milovan Stanišić,* D. Stefanović, N. Arežina, V. Mizdraković, Analysis of Auditors Reports and Bankruptcy Risk in Banking Sector in the Republic of Serbia, Amfiteatru Economic, Vol. 15, No. 34, pp. 431 - 441, Jan, 2013.

	• *Milovan Stanišić*, Z. Petrović, K. Vićentijević, THE ANALYSIS OF IRREGULARITIES IN THE CALCULATION OF DEPRECIATION OF FIXED ASSETS IN THE REPUBLIC OF SERBIA, The book of proceedings FINIZ - Singidunum University International Scientific Conference, pp. 1 - 3, Dec, 2015. • *Milovan Stanišić*, P. Vukadinovic, M. Grujic, planning and analysis in terms of the use computer-special favor, modern practice No. 3, pp. : 3 - 71, 1995. • G. Dobrijević, *Milovan Stanišić*, B. Mašić, Sources Of Negotiation Power: An Exploratory Study, The South African Journal Of Business Management , Vol. 42, No. 2, pp. 35 - 41, Jun, 2011. • G. Knežević, N. Stanišić, *Milovan Stanišić*. Environmental issues and financial reporting trends-evidence from Serbia, Second Italian Conference on social and Environmental Accounting Research, Sep, 2008. Projects: • PROJECT Title: Restructuring of doctoral studies in Serbia (RODOS), (tim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013. • PROJECT Title: Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies) (contact person & tim member) Singidunum University as a partner institution, TEMPUS XK-EPPKA2-CBHE-JP 561688-EPP-1-2015-1. • PROJECT Title: Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS). **(**tim member), Singidunum University as a partner institution; 900 University Management, TEMPUS SM 511332-2010. • PROJECT Title: Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)Singidunum University as a partner institution; TEMPUS No 544538-2013. • PROJECT Title: Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS) (tim member),Singidunum University as a partner institution; TEMPUS, No. SM 517119-2011.
Verka Jovanovic	She graduated from the Faculty of Natural Sciences and Mathematics, Department of Geography, in 1979. She obtained her MSc. and PhD degree at the same institution in 1984 and 1996, respectively. She now holds the position of a full professor at Singidunum University. She has participated in several national projects funded by the Ministry of Science of Serbia. Her research fields comprise Geographical Information Systems, WEB GIS, Engineering and Environmental protection, Tourism and GIS. She is the author and co-author of 5 books, 1 chapter in international monographs, and over 80 scientific bibliographic units. She has participated in the realization of several national and international scientific research projects and as a partner and project manager within 5 Tempus projects. She holds the position of an assistant director of the Department of Foreign Studies at Singidunum University and institutional coordinator of TEMPUS projects. Publications: • S. M. Stanišić, *Verka Jovanović*, N. Stanišić. (2014). Continuous business and educational processes improvement in higher education institutions through implementation of new technologies, In book: Human Factors of a Global Society: a system of systems perspective, Chapter 71, Higher Education, Publisher: Taylor &

	Francis Group, Editors: Marek T, at all., ISBN: 978-1-4665-7286-7; • *Verka Jovanović*, A. Veljović. Reengineering of workflow process at integrated university (book). Singidunum University and the University of Kragujevac, ISBN:978-86-7912-359-6, (US), 2011. • Verka Jovanović, A. Veljovic, Reengineering of workflow process at higher education institutions using standard IDEF0, Singidunum Review, Vol. 6, No. 2, pp. 99 - 110, Jan 2010. • *Verka Jovanovic,* Veljovic A. (2011). Business processes in higher education institutions, Proceedings, XVII Development Trends "Europe 2020: a society based on knowledge", Kopaonik ISBN 978-867892-323-4, COBISS.SR ID 261721351 • N. Gojgić, *Verka Jovanović,* A. Veljovic, M. Papic (2013). Information system for management of internal audits of QMS in higher education institutions, XIX Conference " TRENDS OF DEVELOPMENT: University and the Labor Market..." Maribor, Slovenia, 18.-21.02.2013. Projects: • PROJECT Title: *Governance and Management Reform in Higher Education in Serbia (GOMES).* (contact person & tim member) Singidunum University as a partner institution; 900 University Management, TEMPUS JP 158926 – 2010 • PROJECT Title: *Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS).* **(**tim member), Singidunum University as a partner institution; 900 University Management, TEMPUS SM 511332-2010 • PROJECT Title: *Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)*Singidunum University as a partner institution; TEMPUS No 544538-2013 • PROJECT Title: *Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)***(**tim member),Singidunum University as a partner institution; TEMPUS, No. SM 517119-2011 • PROJECT Title: *Restructuring of doctoral studies in Serbia (RODOS),***(**tim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013.
Milan Milosavljevic	He graduated from the School of Electrical Engineering of Belgrade University, Serbia in 1976. From the same University he received Ms. and PhD degree in 1979 and 1982, respectively. From 1982 to 2003 he was Vice Director of Institute for Applied Mathematics and Electronics, Belgrade Serbia, responsible for all its scientific projects. Under his governance Institute of Applied Mathematics and Electronics becomes leading scientific institution in former Yugoslavia. He is now full professor at the School of Electrical Engineering and Director of Department for Foreign studies at Singidunum University. During the school year 1987 and 1997 he was visiting professor at Cornell University USA and Paris XIII University, France. His areas of expertise are Pattern Recognition, Signal Processing, Artificial Intelligence, Machine Learning, Discrete Optimization, Cryptanalysis and Information Security. He was published over 400 scientific bibliographic units. Publications: • S. Adamović, M. Šarac, Milan Milosavljević, M. Veinović, A. Jevremović, An Interactive and Collaborative Approach to Teaching Cryptology, Educational Technology & Society, Vol. 17, No. 1, pp.

	197 - 205, Feb, 2014.
	• V. Miškovic, Milan Milosavljević, System for data mining by inductive learning based on the example Empiric, 2012.
	• Jevremović, M. Šarac, Milan Milosavljević, M. Veinović, Analyzing behavior of students during the electronic testing, Proceedings, ETRAN 2014, Jun, 2014.
	• S. Stanković, M. Milosavljević, " Training of multilayer perceptrons based on stochastic approximation", In P.Antogneti and V.Milutinović, editors, Neural networks - concepts, application and implementations, vol. IV, Prentice Hall, 199.
	• B.Kovačević, Z.Banjac, M. Milosavljević, Adaptive Digital Filters, Springer-Verlag Berlin And Heidelberg Gmbh & Co. K, 2013.
	Projects:
	• PROJECT Title: Restructuring of doctoral studies in Serbia (RODOS), (contact person andtim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013.
	• PROJECT Title: Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies) (contact person & tim member) Singidunum University as a partner institution, TEMPUSXK-EPPKA2-CBHE-JP 561688-EPP-1-2015-1.
	• PROJECT Title: Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS). (tim member), Singidunum University as a partner institution; 900 University Management, TEMPUS SM 511332-2010.
	• PROJECT Title: Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)Singidunum University as a partner institution; TEMPUS No 544538-2013.
	• PROJECT Title: Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)(tim member),Singidunum University as a partner institution; TEMPUS, No. SM 517119-2011.
Nemanja Stanišić	He graduated from the Faculty of Economics, University of Belgrade in 2005, in the field of accounting, auditing and financial management. He obtained his Master's degree at Lincoln University, Oakland, California in 2007. He defended his PhD dissertation in the field of corporate finance in 2007. During the period 2010- 2012, he held the position of a Vice-dean for Academic Affairs at the Faculty of Business, Singidunum University in Belgrade. He is a co-author of two books, and two chapters in internationally relevant monographs. He also has ten papers published in international journals. He is a lecturer in the course after which candidates obtain the title-Certified Appraiser of Capital Value within the National Association of Valuers of Serbia.
	Publications:
	• S. M. Stanišić, V. Jovanović, *Nemanja Stanišić*. (2014). Continuous business and educational processes improvement in higher education institutions through implementation of new technologies, In book: Human Factors of a Global Society: a system of systems perspective, Chapter 71, Higher Education, Publisher: Taylor & Francis Group, Editors: Marek T, at all., ISBN: 978-1-4665-7286-7
	• S. Stanišić Stojić, G. Dobrijević, *Nemanja Stanišić,* N. Stanić, (2014). Characteristics and Activities of Teachers on Distance Learning Programs that Affect Their Ratings, International Review of Research in Open and Distance Learning, Vol. 15, No. 4, pp. 248 – 262.

	• S. Stanišić, G. Dobrijević, *Nemanja Stanišić,* T. Radojević, International partnership in higher education between success and failure, Proceedings in GV - Global Virtual Conference, pp. 87 - 92, Apr, 2015 • G. Dobrijević, S. Stanišić, *Nemanja Stanišić,* Internal and external factors influencing the success of international cooperation in higher education market – SWOT analysis, May, 2014. Projects: • PROJECT Title: Restructuring of doctoral studies in Serbia (RODOS), (contact person andtim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013 • PROJECT Title: Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS). **(**tim member), Singidunum University as a partner institution; University Management, TEMPUS SM 511332-2010 • PROJECT Title: Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)Singidunum University as a partner institution; TEMPUS No 544538-2013
Marko Šarac	He obtain his BA in Management at the Faculty of Organizational Sciences (FON), University of Belgrade. He obtained his MSc degree in Informatics and Computing at the Faculty of Informatics and Computing, Singidunum University. His Ph.D. thesis title was: „ Increase of the reliability for SSL protocol by using multiple channels for authentication ", at Faculty of Informatics and Computing, Singidunum University. He holds the position of the Head of IT department at Singidunum University since November 2006. His areas of expertise are: Informatics and Computing, Electrical Engineering and Computing, E-Business. He has been awarded certificates in the domain of administration and databases by numerous major IT companies ,such as Google, Cisco, SAP, IBM,HP, Solidworks, Oracle. He is the author and co-author of 2 university books and over 50 scientific bibliographical units. Publications: • Stamenković, *Marko Šarac*, D. Radovanović, A. Simićević, Privacy Policy and Data Archiving in Organizations of the Republic of Serbia and the Countries of the European Union, 2nd International Scientific Conference of IT and Business-Related Research SYNTHESIS 2015, Belgrade, Serbia, pp. 71 - 75, Apr, 2015. • *Marko Šarac*, M. Veinović, Analysis of the performance and security of physical and virtual datacenter, Singidunum Journal, pp. 50 - 54, Apr, 2009; • S. Adamović, *Marko Šarac*, M. Milosavljević, M. Veinović, A. Jevremović, An Interactive and Collaborative Approach to Teaching Cryptology, Educational Technology & Society, Vol. 17, No. 1, pp. 197 - 205, Feb, 2014; • Jevremović A., *Marko Šarac*, M. Milosavljević, M. Veinović, Analyzing behavior of students during the electronic testing, Proceedings, ETRAN 2014, Jun, 2014 • N. Savanović, *Marko Šarac*, D. Stamenković, S. Adamović, Unreal Engine platform for the development of educational video games, 16th International Conference SYNERGY 2015, Bijeljina, BiH, pp. 118 - 121, Dec, 2015 Projects: • PROJECT Title: Towards Sustainable and Equitable Financing of

	Higher Education in Bosnia and Herzegovina, Montenegro and Serbia (FINHED) (tim member) Singidunum University as a partner institution; TEMPUS SMGR 530550
	• PROJECT Title: Strengthening the Student Role in Governance and Management of the Universities of Serbia in line with the Bologna Process (SIGMUS). (tim member), Singidunum University as a partner institution; 900 University Management, TEMPUS SM 511332-2010
	• PROJECT Title: Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS) Singidunum University as a partner institution; TEMPUS No 544538-2013
	• PROJECT Title: Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS) (tim member), Singidunum University as a partner institution; TEMPUS, No. SM 517119-2011
	• PROJECT Title: Restructuring of doctoral studies in Serbia (RODOS), (tim member), Singidunum University as a partner institution, TEMPUS, No. 544093-2013

Partner number	947217708	**P7**
Organisation name& acronym	National Council for Higher Education, NCHE	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

Functions of the NCHE are prescribed by Art. 11 of the Higher Education Law. It observes the development of the higher education system in Serbia and its conformity with the European standards; formulates proposals for the Ministry of Education on the higher education policy; prescribes standards for accreditation of higher education institutions and study programs; decides in the appellate procedure on the decisions on accreditation issued by the Commission for Accreditation and Quality Assurance; prescribes minimal criteria for the election of higher education professors; proposes the National Qualification Framework; prescribes the list of professional, academic and scientific titles; proposes to the Government material resources for funding public higher education institutions and their study programs, as well as criteria for the distribution of resources, etc.

NCHE encompasses 21 members from academia elected by the Parliament out of which 12 have been proposed by the Conference of the Universities of Serbia, 2 by the Conference of the Academies of Professional Studies, 6 by the Government of Serbia and 1 by the Provincial Government of Vojvodina. Two representatives of students take part in the sessions of the NCHE.

The members of the NCHE elect among themselves the President, two Vice Presidents and one Secretary General.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The National Council for Higher Education (NCHE) as very important organization in Serbian higher educational system will have an imporatnat role to participate in all activiities as well as to minitor all activities and direct consortium. Since NCHE consists of representatives of Conference of the Universites of Serbia, Conference of the Academies of Professional Studies, Government of Serbia and the Provincial Government of Vojvodina will have all important representatives included. NCHE will provide channels to comunication to whole academic community from and to project consortium. On the other hand NCHE will provide wull support and the leading role in development and adoption of performance based evaluation for HEI management at institutional and national level and on the first place to provide introduction of performance measurement in accreditation standards.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Dejan Popović	Full professor of the Faculty of Law, University of Belgrade – Tax Law and Public Finance (since 1991). Head, Doctoral Studies, Faculty of Law, University of Belgrade (2013-). Rector of the University of Belgrade (2004-2006). Dean of the Faculty of Law (1995-1998). 1. Nauka o porezima i poresko pravo *(Science of Taxation and Tax Law)*, COLPI, Budapest and Savremena administracija, Belgrade, 1997, pp. 927. 2. The EU Integration Process and Direct Taxation from a Southeast European Perspective. Part I: Pre Accession Negotiations Phase and Implementation of the Stabilisation and Association Agreements (with Svetislav V. Kostić), *Intertax*, October 2013. 3. The EU Integration Process and Direct Taxation from a Southeast European Perspective. Part II: Impact of Accession Negotiations on Direct Taxation in Acceding Countries (with Svetislav V. Kostić), *Intertax*, November 2013. 4. Poreska struktura i korupcija *(Tax Structure and Corruption)* (with Gordana Ilić-Popov), „Anali Pravnog fakulteta u Beogradu", 1/2014. 5. Retroaktivnost zakona u poreskom pravu (*Retroactivity of Statutes in Tax Law*) (with Gordana Ilić-Popov), „Anali Pravnog fakulteta u

	Beogradu", 1/2015. TEMPUS JEP 18077-2003 ("Towards the Integrated University via Internal Agreement") „Identity Transformation of Serbia", Faculty of Law, University of Belgrade (2015-)
Prof. dr Branislav Jeremic	Was a full professor of the Faculty of Engineering, University of Kragujevac. During his professional carrier, prof. Jeremic was a vice dean and dean of Faculty of Mechanical Engineering, University of Kragujevac and vice rector of University of Kragujevac in two mandates. He is author of large number of scientific papers, he participated in the large number of national and international projects.

Partner number	932569835	**P8**
Organisation name& acronym	Statistical Office of the Republic of Serbia, SORS	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

The Statistical Office of the Republic of Serbia is specialized, professional organization within the public administration of the Republic of Serbia, performing expert tasks related to:

- Adopting programs, organization and conducting of the statistical surveys, i.e. methodology creation;
- Collecting, processing, statistical analysis and publishing of the statistical data;
- Preparation and adopting of unique statistical standards;
- Development, maintenance and usage of administrative and statistical registers of the Republic;
- Establishing and maintenance of the system of national accounts;
- Cooperation and expert coordination with bodies and organizations that are in charge of carrying out the statistical surveys;
- Cooperation with international organizations so as to provide standardization and data comparability;
- Data processing, with the aim of providing election results and referendum on the level of the Republic,
- Other tasks stipulated by the law.
  Number of employees: 465
  Special Division of the SORS deals with statistics of education and science, particularly a group for Statistics of Higher Education, which collects data about HEI, students, programs of study, graduates and so on, in order to provide different statistical information that are important in the process of setting key performance indicators in this field as well as in the process of monitoring of different indicators.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

Statistical Office of the Republic of Serbia will provide its contribution to the all activities in accordance with its competences and available capacities, in close cooperation with the other project partners. Statistical Office of the Republic of Serbia will provide information, data and analysis inEstablishment of infrastructure for the development of system for performance based evaluation in Serbia, Analysis of the needs and priorities in Serbian society and local economy as well as Development of system for profiling and ranking of institutions and study programs in Serbia, Definition of the set of KPI at selected fields.

Statistical Office of the Republic of Serbia will also participate in realisation of activities under other working packages related to quality assurance, dissemination, sustainability and project management.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Mr Miladin Kovačević	Professor Miladin Kovačevićacquired his PhD in statistics in 1984 (The Faculty of Economics, University of Belgrade). He is employed in Official Statistical Offices since 1978 and had a different position in top management, and since January 2015 he holds the position of director general in SORS. He is a member of professional bodies such as International Statistical Institute, Scientific Society of economists in Serbia and Statistical society in Serbia. He is the author or co-author of more than 100 papers and publications in different fields but mostly related to economics and macroeconomics and also leaded a lot of projects at national and international level.
Ms Sunčica Stefanović Šestić	Sunčica Stefanović Šestić has completed a master degree at the Faculty of Economy, University in Belgrade, in 1984. Sunčica is statistician with over 25

	years of experience and more than 15 years is head of the statistics for education, science and culture. She is member of Helsinki Group for research and development since 2014. She has been involved in different international project such as: Tempus-EQUI-ED (equal access for all in HE), Tempus- GOMES (support the structural reform of higher education in Serbia); SERSCIDA – (FP7 capacities), ETER (European tertiary education register) and similar. She is the author of many publications related to educations, science (R&D and innovations) and culture.

Partner number	933387448	**P9**
Organisation name& acronym	National Employment Service of Serbia, NES	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

National Employment Service (NES) is a legal entity with the status of the organisation for mandatory social insurance. NES carries out employment activities, administers unemployment insurance and exercise of the right derived from unemployment isurance and other rights, keeps registries in the employment area, and performs professional, organisational, administrative, economic, financial and other general duties in the field of employment and unemlployment insurance. National Employment Service is main bearer and implementer of active labour market measures. NES is organised according to the territorial principle and consisted of Central NES,Two Provincial Employment Services and 34 Branch Offices. In this way the availability of NES services towards unemployed and employers is ensured and covers whole territory of Republic of Serbia. Nes is keeping records in the field of employment.The data on registered unemployment and recruitment through NES job placement services are presented in the Monthly Statistical Bulletin, in accordance with the territorial organisation of the Republic of Serbia, and according to the NES organisational principle. Records in the field of employment include the records on: Job seekers, Employers, Unemployment insurance contribution payers and Job vacancies.

NES has well developed and IT-supported system for maintaining employment registries, facilitating efficient selection of candidatesand monitoring the implementation and effects of active employment policy measures. A strong central ICT team provides a firmly grounded management and development capability that can respond to NES ICT needs. The team also provides a strong basis for management and control of any ICT services that might be outsourced in the future. The IT system has grown and been improved incrementally to the point where powerful central servers are replacing local databases, thus providing greater stability and greater possibilities to analyze data on a national basis. It can also provide links to other external systems and databases such as the pension, health and
ultimately the taxation database.These NES resources will be used for achieving project objectives, and the exploitation of project results in the future will contribute to further system development.

Please describe also the role of your organisation in the project (limit 1000 characters).

National Employment Service will provide its contribution to the below activities in accordance with its competences and available capacities, in close cooperation with the other project partners:
WP1PREP. Establishment of infrastructure for the development of system for performance based evaluation in Serbia: 1.1 Analysis of the needs and priorities in Serbian society and local economy.
WP2DEV. Development of system for profiling and ranking of institutions and study programs in Serbia;2.2 Definition of the set of KPI at selected fields.
Nes will also participate in realisation of activities under other working packages related to quality assurance, dissemination, sustainability and project management.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Jelena Popovic, Project manager	15 years of working experience in project management. 10 years of experience in international nongovermental organisations (legal advisor, project management, junior expert Diadikasia, Greec consulting company) Within NES, working experience in projects implementation and international cooperation.Position in NES: head of Department for project planning and implementation
Sandra Skumpija	Within NES, 10 years of working experience on employment affairs, from whichfive years' experience in project preparation and coordination.Position in NES: project preparation and implementation officer

Partner number	940831325	**P10**
Organisation name& acronym	Conference of academies for applied studies in Serbia, CAASS	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

The Conference of Vocational Academies Serbia (CAASS), established on the basis of the Law on Higher Education, an umbrella association non-university higher education institutions in Serbia. CAASS has 62 memebrs, The memebrs of CAASS are higher education institutions accredited, academy and high school vocational studies in Serbia (47 state and 15 private higher schools of vocational studies) In accordance with the Statute, CAASS i has built an organizational structure consisting of the Assembly President CAASS i and the Presidency. The Assembly has parliamentary committees on educational- scientific and educational- artistic fields in whose jurisdiction issues specifically related to the activities of a member of the relevant educational- scientific and artistic fields. CAASS is, within the territory of the Republic of Serbia, regionally connected through seven regional centers as well as their organizational units operating in the jurisdiction CAASS i in the territory in which they were formed.

Please describe also the role of your organisation in the project (limit 1000 characters).

Conference of Vocational Academies Serbia will take part in all project activities as the representative of vocational (college) education systems. CAASS will provide input from ther poit of view and will use projec results in order to provide transfer of results to vocational level institutions (47 state and 15 private higher schools of vocational studies).

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Branko Savic	Branko Savić, Obtained PhD in mechanical engineering. He was elected as college professor (Professor of vocational studies) on March 1, 2000. One of the founders of the new study programmes in the areas of graphical engineering and design. From2007 he was the coordinator for all study programmes in Graphical engineering and design at The School of Higher Technical Professional Education in Novi Sad - VTSNS . From 2012 served as Assistant director for publishing and cooperation with industry. Currently Director of the VTSNS. Participated in several scientific projects and published over 100 papers.As a President of the Conference of Academies for Applied Studies in Serbia.participated in the drafting of normative acts related to high school professional studies in Serbia. From August, 2015 to present day Prof. dr. Branko Savić performs the function of the President of the Conference of Academies for Applied Studies in Serbia.Actively participated in the Tempus 158781_2009 project and Erasmus +
Tatjana Marinkovic, PhD	Tatjana Marinkovic, is molecular biologist currently working at the position of director of Medical-Sanitary School of Applied Sciences Visan, Belgrade.Tatjana Marinkovic made her basic studies in molecular biology and physiology at Faculty of Biology, University of Belgrade, Serbia and obtained her PhD title at Die Fakultat fur Naturwissenchaften der Universitat Ulm (Faculty for Natural Sciences, University of Ulm, Germany), followed by postdoctoral fellowship at Icahn School of Medicine Mount Sinai, NYC, USA. As a researcher, prof. Marinkovic published large number of high impact scientific papers, with more than 600 citations. She was involved in several scientific and innovation projects, both national and international, including the coordination of Fp6 project form SEE-ERA.NET call "Definition of research needs on identification, prediction and surveillance of emerging and re-emerging zoonoses in West Balkan area."

	As a school director, prof. dr Marinkovic has a significant experience in management of different educational, research and overall school organization. Through the engagement in European Nursing Module Network, she obtained significant experience in the mangement of international students exchange. Prof. dr Tatjana Marinkovic was repeditely engaged as an expert for the evaluation of European Commision projects for Fp7 and H2020 calls.
Ivan Bulatovic	Ivan Bulatovic is professor of vocational studies at the Belgrade Business School - College of Professional Studies; He performed a numerous of important functions, from the standpoint of the development of society and the state and higher education in his professional carrier. In the period 2008-2011 he perfumed a duty as State Secretary in the Ministry for Human and Minority Rights of the Republic of Serbia; In addition, he was on position of deputy secretary of the Balkan Centre for the study of local government in Niš; in the period of 2006- 2008 Before that, he performed a duty of the chief in the Department of Higher Education at the Ministry of Education and Sports of the Republic of Serbia. Also, he was an adviser in the Ministry of Justice of the Republic of Serbia; 2002-2005. He expresses an Especial contribution to the develop of higher education, on the field of quality. Prof. Ivan Bulatovic is author of many scientific and professional papers and an active participant in numerous' conference in the fields of education development. Ivan Bulatovic is a member of National Council for Higher Education of Serbia
Damjan Radosavljevic	Damnjan Radosavljevic, is Professor of Vocational Studies at Business Technical College of Vocational Studies in Uzice, professor at the Faculty of Sciences in Kosovska Mitrovica and member of the National Council for Higher Education. He graduated at Faculty of Mechanical Engineering, University of Belgrade He obtained PhD degree at 1993 at Faculty of Mechanical Engineering, University of Kragujevac, from the field of thermodynamics and thermal energy. He has engineering licenses for design and constructions in the field of thermodynamics, thermal energy, processing and gas technology, as well as the license for energy efficiency.. Since 2013, the expert of the Accreditation Body of Serbia, for the accreditation of HVAC laboratory. Author of numerous scientific papers published in journals and conferences of national and international significance. Since 2007 intensively involved in the application of the Bologna process through the preparation of studies for accreditation of study programs and institutions, reviews them, participation in symposia and publication of papers in these areas in journals and at symposiums.
Dejan Blagojevic	Dejan Blagojevic, Professor of vocational studies at VTSNIS and Director of VTSNIS. Obtained Ph.D. in electrical engineering at Faculty of Technical Sciences in Čačak. Worked in VTTNIS 10 years. Published over 100 papers.Vice-president of Conference of Academies for Professional Studies and a member of the Working Group for the Development of the National Qualifications Framework in Serbia. ENQA reviewer since 2014. He was the project managers into several TEPMUS projects. And ERSMUS+. Also he coordinated over the ten project on regional level, based on knowledge transfers form HE institution to the industry sectors. Awarded by Regional Chamber Commerce for contribution into IT sector in 2014. As a school director, prof. dr Marinkovic has a significant experience in management of different educational, research and overall school organization.

Partner number	954810286	**P11**
Organisation name& acronym	Center for the Promotion of Science, CPN	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

Center for the Promotion of Science (CPN) from Serbia is a public institution established by the Law on Scientific Research, with the task to promote science and technology. The Center, according to its legal mandate, cooperates with research and educational institutions (universities, research centers and schools) in Serbia and worldwide, works closely with the government ministries, as well as with the media, the private and the NGO sectors.

The Center organizes a large number of exhibitions, lectures, panel discussions and other events on different topics (mathematics, physics, robotics, archeology, psychology, genetics, biology, architecture etc.). Several large manifestations are organized by the CPN: "May Month of Mathematics", "Days of the Future: Robotics" and the CERN exhibition in Serbia are just some of the most prestigious examples. More than 450,000 visitors attended these exhibitions. Central for the exhibitions and other formats is always the claim to design them in an interactive way, so visitors can play an active part in it. A large number of trained science demonstrators and volunteers support these events.

CPN has extensive experience with communicating and disseminating information related to the science promotion through various media channels as well the direct communication through the debates, conferences and various thematic events. CPN founded Science Club in 2013 – a place where everyone interested in science and technology have a chance to meet, to exchange experiences, discuss various science topics and broaden their knowledge and horizons. The goal in 2016 is to establish strong network of regional science clubs at national level.

Center also has its travelling version – Mobile Center for the Promotion of Science. The most important part is a SciTruck with exhibition area of 120 sqm and Mobile Planetarium that could host up to 50 spectators. Several transport vehicles are also at disposal.

One of the main objectives of CPN is to influence and adapt the general research agendas to reflect the needs of the society and to address societal challenges engaging all actors involved in the process. The integration of society in research processes is another of the big concerns of the CPN. Its activities include organizing debates on intriguing and provocative questions related to societal challenges of today and tomorrow and conducting workshops and other events with the aim of bringing science closer to all citizens and increasing the level of science literacy among the general public and especially the young generation.

The Center is currently working as consortium member in ten EC funded projects (two LLP, two FP7 (related to Responsible Research and Innovation concept), three H2020 projects, one Erasmus+ and two from Creative Europe programme).

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The CPN has strong competences in communications and PR activities, relations to media, skills in web design, multimedia materials production and a vast experience in event and project management, dissemination and exploitation activities.

Taking into account CPN's mission to bridge the gap between science and society by bringing together researchers, educators, policy makers, civil society organizations, business and industry and the general public in the process of developing the performance based system for HE system

In addition to the project activities in which CPN will take active part, it be a leading organization for WP dissemination&explotation.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Nemanja Djordjevic	Nemanja Djordjevic (M), Director, has studied mathematics and painting. Graduated in 2009 at the Faculty of Fine Arts (University of Belgrade) where

	he currently attends doctoral studies. He was a Scientific Coordinator of Belgrade's Science Festival, also the author of the Science Park in Belgrade, and the creator of Science Picnic event and first Science Center at the Museum of Science and Technology in Belgrade. He has designed numerous scientific exhibitions presented at the international science festivals in Genoa and Warsaw. He also worked at the Petnica Science Center as a coordinator of different seminars. From April 2014 to July 2015 he was special adviser at the Ministry of Education, Science and Technological Development. Currently, he is Director of the Center for the Promotion of Science in Belgrade.
Dobrivoje Eric	Dobrivoje (Lale) Eric (M), Head of Department of International Cooperation, holds a Masters degree from the Department of Art History at the Faculty of Philosophy, University of Belgrade. Since June 2011, he's employed in Serbia's Center for the Promotion of Science (CPN); from December 2011 as a Head of Exhibitions and Publishing Department. From May 2015, he is in charge of the recently established Department of International Cooperation which is handling at the moment twelve EC funded projects. Mr. Eric is, also, managing, at national level, three EC funded projects - CREAT-IT (LLP Comenius, successfully implemented), European Digital Art & Science Network (Creative Europe) and CREATIONS (Horizon 2020). Previously in CPN, he was responsible for the first four editions of the biggest annual science promotion event in Serbia: *May Month of Mathematics (M^3)*, launched in 2012. In that capacity he organized several math related exhibitions: *Leonardo's Polyhedra, Imaginary in Serbia, Math and Nature, Everything is Number!, Designed Numbers.* Mr. Eric was also the editor of Serbian translations of the works by some of the most influential math promoters and thinkers of our time: Gunther Ziegler, Cedric Villani and Keith Devlin. He is also the president of the national chapter of DoCoMoMo International. His previous positions include Curator at the Museum of Science and Technology in Belgrade and work in publishing, advertising and cultural industries.
Slobodan Jovanovic	Slobodan Jovanovic (M), Creative Director, holds a Masters degree in Arts from the Universita Internazionale dell Arte, Firenze, Italia, Accedemia Delle Belle Arti – Firenze, Italia. He is the Creative Director of Coba&Associates branding. He has worked on the corporate identity for big companies such as Imlek, Turistical Organization of Serbia, Doncafe, EuroAxix bank, Vineyard Tikves, Philip Morris International, etc. He has worked in the Packaging and Advertising design for Calsberg, Adore, Valleta, Smirnoff vodka, Baileys, Actavis, etc. Extensive work in reports, brochures, art direction and design in magazines and newspapers, retail, web sites, place branding. He has written two books on branding. Since 2013, he is in charge of design and creative direction in the Center for the Promotion of Science.
Publications	Gunter M. Ziegler: Do I Count? Edition Popular science (2012, second edition) The author Gunter M. Ziegler studied mathematics at the Universities in Munich and Boston, and the age of 31 he became the youngest professor at the Technical University of Berlin. Ziegler was awarded with Gottfried Wilhelm Leibniz Prize, Germany's highest research honor. The book takes us on a trip through the world of mathematics using a clear and captivating way to describe the people behind the numbers and the places where mathematics is made. Group of authors: The Robots

	Edition Exhibitions (2012) There are more than 4.500.000 robots in the world nowadays, and the number is rising as we speak, which makes this trending issue very popular. With that in mind, CPN organized an event, titled: "Days of the Future: Robotics", in cooperation with the Faculty of Technological Engineering. The book "Robots" presents some of the most popular and advanced robots of today. Philip Ball: A Biography of Water Edition Popular science (2013) A Biography of Water, by Philip Ball (former editor at the Nature magazine) conducts us on a journey through the history of science, all the way from the Big Bang and the formation of galaxies, to give a fascinating new perspective on life and the substance that sustains it. Cedric Villani: Théorème vivant (Living Theorem) Edition Mathematics (2013) Living Theorem by Cedric Villani is truly an exciting and structurally quite unusual book, which takes the readers straight into the world of mathematical research. Cedric Villani and his colleague Clement Mouhot used the book to establish the existence of Laundau damping, and in 2010, Villani received the Fields Medal – the Holly Grail of mathematics – for his work on Landau damping. Keith Devlin: The Unfinished Game Edition Mathematics (2015)
Projects	RRI Tools This FP7 project develops and uses a Training and Dissemination Toolkit on Responsible Research and Innovation (RRI). It is addressed and designed by all the stakeholders of the Research and Innovation (RI) chain of value, including Researchers, Civil Society, Industry and Education but specially focuses on Policy Makers in order to impact significantly in the future governance of RI. The Center is acting as a regional RRI Hub for five countries in South-East Europe and, in collaboration with all stakeholders, helps in creating the Community of Practice that will further support the use and evolution of the toolkit developed under the project. More about the project on the website rri-tools.eu SATORI The principal goal of this project is to develop a common European framework for ethical assessment of research and innovation and strengthening shared understandings of research ethics. Therefore, the project gathers private and public stakeholders from Europe and beyond in an intensive process of research and dialogue. Ultimately, the project seeks to establish a permanent platform around the framework to secure ongoing learning and attunement among stakeholders in ethical assessment. More about the project on the website satoriproject.eu Researchers` Night  CPN participated in Researchers`Night project in 2012 (FP7 AWAREIII) and also participates in the active project in 2014 and 2015 (H2020 Friend2U). The mission of AWARE III was to portray the researchers as ordinary people with an extraordinary job to a wider public in Serbia. Friend2U project continues from that point and aims at bring the researchers closer to the general public and increase awareness of the research and innovation activities with a view to support the public recognition of researchers, create an understanding of the impact of the researchers' work on our daily life, and encourage young people to embark on scientific careers. More about the project at nocistrazivaca.rs

	European Digital Art and Science Network
	The European Network of Digital Arts and Science includes two rounds of open call for artists from all over Europe. The prize-winning projects receive a one-month residency and mentoring with scientists at the European Southern Observatory (ESO), which is located in the mountain ranges of Chile in South America and is one of the most important astronomical centers of our planet. Projects are then implemented within Futurelab of Ars Electronica, before the show premiered at the Ars Electronic Festival in Linz, in early September 2015. Project offers a unique blend of modern scientific discoveries and current practice in the field of digital art - interactive art, digital music and sound, digital design, digital architectural installations, computer animation, film, photography and visual effects, digital communities and social networks, hybrid art performances and choreography. More about the project at aec.at/artandscience V-Alert The European project V-Alert aims to support the establishment of an Information Security culture in different ICT user target groups (pupils and teachers, ICT students, academics and enterprise employees) by providing awareness and training through an innovative and immersive e-learning tool in 3D Virtual World environment. Center has made a website of the project http://v-alert.eu/, and will be responsible for the implementation of the learning process during 2015 and 2016 in all partner countries.

Partner number	999900833	**P12**
Organisation name& acronym	University of Twente, UT	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

University of Twente / CHEPS – the Center for Higher Education Policy Studies – is a research institute at the University of Twente in the Netherlands. It was established in 1984 and developed into an internationally renowned knowledge centre in the area of research on higher education and science policy. CHEPS offers basic and applied research, training and consultancies on various aspects of higher education and science policy, particularly from an international comparative and multi-disciplinary perspective.

Over the past five-years CHEPS has maintained an average research staff complement of 15 FTE and a support staff of 3 persons. In this period CHEPS publication output was 29 books, 162 book chapters, 90 journal articles, 135 research reports, and 156 other products (e.g. conference papers/presentations). Alongside basic research, CHEPS has a strong focus on externally funded research and on capacity building/consultancy activities.

Within the Netherlands, the Ministry of Education, Culture and Science (OC&W) is our main research funder. We also cooperate with other ministries and organisations such as the Netherlands Advisory Council on Science and Technology Policy (AWT), the HBO-Council and the Association of Dutch Universities. Internationally, CHEPS works with a wide variety of contracting agencies including the European Commission, Ford Foundation, OECD, the Higher Education Founding Council for England (HEFCE), the German Research Council, and the World Bank. CHEPS has a high level of visibility in the national and international academic and policy communities through its various key notes and papers at conferences, its leadership and involvement in European research consortia, a European Network of Excellence, staff members holding important positions in higher education organisations including CHER, EAIR, OECD/IMHE, SRHE and UNESCO and being members of more than a dozen editorial boards of international journals and book series.

CHEPS is a dynamic organisation with many projects in fundamental & applied research, education, training and consultancy activities. There are some core features that characterise work at CHEPS: inter-disciplinary perspectives, multi-level approaches,broad and comparative research interests, and international networks that stretch globally. No one of these characteristics is particular to CHEPS, but we believe that in combination they have helped to create a unique research environment, and a recognisable CHEPS approach to higher education policy studies.

With relation to the topic of performance-based funding, performance agreements and performance indicators, CHEPS has long-term and wide experience. CHEPS has been involved in multiple research and consultancy projects related to the funding of higher education and the role performance based funding plays in various systems across the globe. Since 2006, CHEPS has been one of the initiating organisations to develop new multidimensional transparency tools such as U-Map and U-Multirank (https://www.utwente.nl/bms/cheps/). Since 2010, CHEPS has been involved in a National Committee on the Future Sustainability of Dutch Higher Education, which decided that quality, diversity and profiling has to be stimulated by a stronger performance orientation through performance agreements in the Netherlands. Subsequently, CHEPS has conducted a few international comparative studies on the rationales, mechanisms and experiences with performance oriented steering mechanisms and is at the heart of the development and execution of performance contracts between the Ministry of Education and all individual Dutch higher education institutions (2012-2016 contract period). Based on those experiences, CHEPS has been involved in several other national processes towards performance orientation in higher education, such as Latvia, Tunisia, Turkey and most recently in Serbia.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

Univerity of Twente CHEPS' role in the envisaged ERASMUS + research project on the "development and implementation of a system for performance evaluation in the Serbian higher education system – PHESES – will be to provide expertise to its Serbian partners in the project – in particular sharing its international experience on governance reforms and performance evaluation and to help translate such international experiences to the specific context of Serbian higher education. The project – to be carried out by an international consortium – isinspired by the national strategy for higher education that was formulated by the Republic of Serbia. It has the objective to improve the management and operation of higher education institutions in Serbia.

The project has two specific objectives: (1) to suggest indicators for measurement and evaluation of the performance of higher education institutions that can be used as a basis for value based management in the Serbian HE system; and (2) preparing and piloting a system for the ranking of institutions and study programs in the HE system.

CHEPS role will be to use its international experience in developing indicators regarding the inputs and outputs of higher education institutions in Serbia that address (most of) the following criteria: national higher education priorities; institutional priorities; quality of teaching and research; regional engagement; internationalisation; feasibility of data collection (within higher education institutions); connection to international performance measurement mechanisms.

In a second stage, the transition towards a more performance oriented steering mechanism requires an intense consultation process with many national stakeholders in the national context. Preliminary sets of meaningful indicators have to be tested against feasibility of data collection and policy acceptance. CHEPS will use its extensive experience with such processes in the framework of the development and acceptance of multidimensional rankings (U-Map and U-Multirank) and processes to implement performance-based funding and performance agreements, like in the Netherlands, Germany, Latvia and Tunisia.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Prof. dr. J.J. Vossensteyn	**Hans Vossensteyn**holds a Master's degree in Public Administration & Public Policy from the University of Twente. In 1991 he started as a Research Associate at CHEPS. He completed his PhD (*cum laude; with distinction*) on student price-responsiveness in 2005. In the same year he joined the CHEPS management team as a research coordinator. Since 2007 he is a part-time Professor and Study Programme Leader at the MBA Higher Education and Science Management at the Osnabrück University of Applied Sciences in Germany. In 2010, Hans became the Executive Director of CHEPS and since 2011 he took over full responsibility as the Director of CHEPS. Hans' main research interests concern higher education topics like funding; student financing; access; internationalisation; indicators; selection and study success; quality assurance and accreditation. He has led several international comparative research and consultancy projects and consortia, including studies for the European Commission (DG-EAC), the World Bank (Latvia, Turkey and Tunisia) and the Dutch Ministry of Education on performance based funding and performance agreements.
Dr. B.W.A. Jongbloed	**Ben Jongbloed** is a senior research associate in the Center for Higher Education Policy Studies (CHEPS) at the University of Twente in the Netherlands. He studied econometrics in the University of Groningen and completed a PhD at the University of Twente. He has published widely on governance and resource allocation issues in higher education in journals such as Higher Education, Higher Education Policy and Minerva. He recently co-edited a book on massification in higher education (published by Taylor & Francis) and published articles on hybridisation in universities, university-society interactions and performance-based funding. In CHEPS, Ben is

	involved in several national and international research projects for a diverse array of clients, such as ministries, advisory councils and the European Commission. He is working on the implementation of a multi-dimensional ranking of universities worldwide (U-Multirank). For the Netherlands' Ministry of Education he supports the Review Committee that is overseeing the system of performance contracts for Dutch universities. Furthermore, he is supervising PhD candidates and teaching in a Bachelor course on Development and Sustainability.
Dr. H.F. de Boer	**Harry de Boer** holds a Ph.D. from the University of Twente in the field of higher education studies (in 2003). Since 1990 he works for the Center for Higher Education Policy Studies at the University of Twente. Within the field of higher education, he specialises in government university relationships, steering models, policy analysis, institutional governance, leadership and management, strategic planning and models of decision making. In research projects he mostly uses interdisciplinary approaches from the field of public administration and policy analysis. Harry has been involved in many policy-based research and consultancy projects for national governments (primarily the Dutch government), the European Commission, national advisory bodies (e.g. the Association of Dutch Universities) and international organizations (such as the Ford Foundation). He was a lead researcher in HE reform projects that focus on government-university steering relationships, performance orientation, merger operations and large scale (quality) improvement developments.
R. Kolster (M-Phil)	**Renze Kolster** is a Research Associate at CHEPS. Renze graduated from the Master in Public Administration at the University of Twente in 2007. Thereafter, he joined CHEPS to work on several projects before continuing his education by enrolling in the Erasmus Mundus – European Master in Higher Education (HEEM), which was hosted by the University of Oslo, the University of Tampere, and the University of Aveiro. Renze worked at the Netherlands Organisation for International Cooperation in Higher Education (Nuffic) as a researcher mainly focusing on the international education markets. Renze re-joined CHEPS as a researcher in 2013 where he works on a broad range of projects, including employability, quality assurance, excellence in higher education, internationalisation, study success and performance orientation in HE systems.
Publications	Jongbloed, B.W.A. en J.J. Vossensteyn (2001), Keeping up performances: an international survey of performance-based funding in higher education, in: *Journal of Higher Education Policy and Management*, Vol. 23, No. 2, pp. 127-145. Jongbloed, B., de Boer, H., Enders, J. and File, J. (2010), Progress in higher education reform across Europe. Funding Reform. Volume 1: Executive Summary and main report. Enschede: CHEPS. http://ec.europa.eu/education/higher-education/doc/funding/vol1_en.pdf. de Boer, H., Enders, J., File, J. and Jongbloed, B., (2010), Progress in higher education reform across Europe. Governance Reform. Volume 1: Executive Summary and main report. Enschede: CHEPS. See: http://doc.utwente.nl/88695/ Beerkens-Soo, M., P.S. Benneworth, H.F. de Boer, L. Cremonini, B.W.A. Jongbloed and J.J. Vossensteyn (2011), *Profiling and Funding: An international comparative study*, Enschede: CHEPS.

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Jongbloed, B. et al (2012), Chapter 7 (Dimensions and Indicators), Chapter 8 (Data Collection), and Chapter 9 (The Pilot Test and its Outcomes), in: van Vught, F.A. and Ziegele, F. (eds.), Multidimensional Ranking. The Design and Development of U-Multirank (pp. 97-166). Dordrecht: Springer.

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Arnhold, N., Ziegele, F., Vossensteyn, J.J., Kivisto, Jussi & Weaver, J. (2014). *Higher education financing in Latvia: final report*. Washington: World Bank.

De Boer, H. and B. Jongbloed (2014). Reflections on performance agreements in higher education. Report for the Expert Group of the Ministry of Education and Research in Norway: 18.

van Vught, F. and H. de Boer (2015). Governance models and policy instruments. The Palgrave International Handbook of Higher Education Policy and Governance. J. Huisman, H. De Boer, D. D. Dill and M. Souto-Otero. Houndmills/Basingstoke/Hampshire, Palgrave Macmillan: 38-56.

Jongbloed, B. and B. Lepori (2015), The funding of research in higher education: mixed models and mixed results. In: J. Huisman, M. S. Otero, D. D. Dill and H. De Boer (eds.), Handbook of Higher Education Policy and Governance (pp. 439-462). Palgrave Macmillan.

Partner number	997640733	**P13**
Organisation name& acronym	University of Rijeka, UoR	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

The fundamental educational and research institution in western part of Croatia is the University of Rijeka. It was founded in 1973, following a long-standing tradition of higher education institutions and activities.Today, the University of Rijeka has 14 constituents: one academy, nine faculties and four university departments (biotechnology, physics, mathematics and informatics), with over 48 study programs.The University has over 1.600 employees, more than 900 researchers and over 18.000 students.

The University has many years of experience in project management, with over 80 successfully implemented international projects over financed from various EU programs, such as TEMPUS, Lifelong Learning Programs, Jean Monnet, PHARE, Cooperation in Innovation and Research with Central and Eastern Europe CIR-CE, Competitiveness and Innovation Framework Programs – Intelligent Energy Europe (CIP IEE), Framework programs 5/6/7, NATO Science and Instrument for Pre-Accession Assistance (IPA components: Human Resources Development, Regional Competitiveness and Cross Border Cooperation), South East Europe, IPA Adriatic and some others. The majority of projects fit into funding schemes related to higher education and science but nonetheless, projects aiming at establishing tighter relations with external stakeholders are gaining a significant share in a total number of projects since the University sees SME development programs as the most important economic development factor for Croatia. Through active collaboration with the economic and business sector along with partnerships for community development the University endeavours to contribute toward the socio-cultural transition into a knowledge-based society (HPC part - relating to the area covered by the project).

Please describe also the role of your organisation in the project (limit 1000 characters).

The University of Rijeka will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The University of Rijeka will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management.

The role of University of Rijeka will be to provide e its experience from Croatia in developing indicators regarding the inputs and outputs of higher education institutions in Serbia that address (most of) the following criteria: national higher education priorities; institutional priorities; quality of teaching and research; regional engagement; internationalisation; feasibility of data collection (within higher education institutions); connection to international performance measurement mechanisms.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Dr Zlatan Car	Prof. Zlatan Car, PhD is a vice-rector for ICT and Head of the Center for advance computing and modeling at University of Rijeka. His function on the Faculty of Engineering is Head of Chair for Electronics, Robotics and Automation. Since 2010 he is a Head of Center for advance computing and modeling at Rijeka University, and from 2013.he is a vice-rector for ICT at University of Rijeka. His actual research topics are all aspects of artificial intelligence and advance modeling in collaboration with research institutes and industry. He obtained PhD on Gradutae school of science, Kobe University Japan, also he finished Post doc. at same university. Dr. Car has published over 100 papers, and contributed book chapters on advance

	modeling, AI and complex systems. Since November 2013 he is Project manager of ADRIATInn (An Adriatic Network for advancing Research and Innovation towards the creation of new policies for sustainable competitiveness and technological capacity of SMEs) project with 21 partners from 8 countries of Adriatic Area. He was project leader of several EU MOBILITY PROJECTS / Central European Exchange Program for University Studies (CEEPUS), which has in past two years have been aworded in side three best edusational networks. Dr. Car also he is a leader of two EU projects financed by scheme European fund for regional development in total about 11 million EUR.
	1. Ogrizović, Dario; Car, Zlatan; Kovačić, Božidar.Scientific Applications in Cloud Computing. The IPSI BgD Transactions on Advanced Research. 10 (2014) , 1; 27-33.
	2. Tomić, Draško; Ogrizović, Dario; Car, Zlatan. Cloud Solutions for High Performance Computing: Oxymoron or Realm?. Tehnicki Vjesnik-Technical Gazette. 20 (2013) , 1; 177-182
	3. Stanković, Igor; Car, Zlatan, Barišić, Branimir. Comparative simulations of the heavy machining production system. Engineering review. 31 (2011) , 1; 1-11
	4. Car, Zlatan; Barišić, Branimir; Ikonić, Milan. GA Based CNC Turning Center Exploitation Process Parameters Optimization. Metalurgija. 48 (2009) , 1; 47-50
	5. Car, Zlatan; Barišić, Branimir; Rucki, Miroslaw. Emergent Synthesis Based Multi-Objective Design of the Manufacturing System Shop-Floor. Strojniški vestnik. 55 (2009) , 9; 523-530
	6. G. Janes, Z. Car, D. Ogrizovic. Accelerators on parallel roads to exascale computing. Proceedings of International Conference on I nnovative Technologies, 2014. 333-337
	7. Leon Šikulec, Mate Torlak, Zlatan Car. The development, implementation and comparison of models of industrial robot using Modelica modeling language. Proceedings of International Conference on Innovative Technologies, 2014. 329-333
	8. Janeš, Gordan; Car, Zlatan; Ogrizović, Dario. A Fast Genetic Algorithm Based on Single Gene Evaluation Fitness Mechanism for Job-Shop Scheduling Problem, International Conference on Innovative Technologies IN-TECH, 2013. 345-348
	9. Ogrizović, Dario; Car, Zlatan; Janeš, Gordan; Kovačić, Božidar. Doing Science in the Cloud, International Conference on Innovative Technologies IN-TECH,2013. 385-388
Dr Patrizia Poščić	Patrizia Poščić, PhD, is an AssociateProfessor at the Department of Informatics, University of Rijeka. Since the end of 2014 she is the Head of the Department of Informatics, University of Rijeka. Her main professional and research interests are in the fields of information systems, databases and data warehouses. She currently lectures several undergraduate and graduate courses in Computer Science. She participated in several research projects and is currently involved in the LLP Erasmus Project, called FETCH - Future Education and Training in Computing: How to support learning at any time anywhere, as the leader of the partner participating institution Department of Informatics, University of Rijeka.
	She has co-authored several papers, mostly in the field of information systems. She has the ability to work in a team and good communication and presentation skills.
	1.Jakšić, Danijela; Poščić, Patrizia. Data Warehouse Models in Higher Education Courses // International Conference on Advanced Technology

&Sciences (ICAT'15), Antalya, Turkey, 2015.
 2. Jakšić, Danijela; Poščić, Patrizia. Reasons for academic dishonesty in a traditional and a partially online environment: A survey // 16th International Conference on Computer Systems and Technologies CompSysTech'15. Dublin, Ireland, 2015.
3. Subotic, D., Jovanovic, V., Poscic, P.: Data Warehouse and Master Data Management Evolution – A Meta-Data-Vault Approach, Issues in Information Systems / DeLorenzo, Gary (ur.). - International Association of Computer Information Systems, 2014, Las Vegas, Nevada
4.Subotic, D., Jovanovic, V., Poscic, P.: Data Warehouse Schema Evolution: State of the Art, Central European Conference on Information and Intelligent Systems CECIIS / Hunjak, Tihomir ; Lovrenčić, Sandra ; Tomičić, Igor (ur.). - Varaždin : Faculty of Organization and Informatics, University of Zagreb, 2014., Varazdin, Croatia
5.Subotic, D., Poscic, P.: Academic dishonesty in a partially online environment: A survey, 15th International Conference on Computer Systems and Technologies CompSysTech'14, 2014., Ruse, Bulgaria
6.Poscic, P., Subotic, D., Ivasic-Kos, M.: Developing the course Database systems to respond to market requirements, Proceedings of Jubilee 35th International Convention on Information and Communication Technology, Electronics and Microelectronics, Rijeka - MIPRO, 2012.
7.Subotic, D., Poscic, P.,, Slavuj, V.: OLAP tools in education, Book of Manuscripts, Society and Technology 2012 - Dr. Juraj Plenković / Mustić, Darija; Plenković, Mario (ur.). - Zagreb: International Federation of Communication Associations - IFCA; Croatian Communication Association - CCA , 2012., Lovran, Croatia

Dr Božidar Kovačić	Božidar Kovačić, PhD, is an assistant professor at the Department of Informatics, University of Rijeka. His field of interest and scientific research include educational systems development with a special emphasis on areas such as dynamic Web applications, knowledge representation, development of interactive interfaces and adaptive e-learning. Currently he lectures several undergraduate and graduate courses in Computer Science. Experience in research projects: member of FP6 project mGBL, leader of national research project: Supporting e-Business by Distance Learning System Based on Dialogue, funded by the Croatian Ministry of Science, Education and Sports.

He has co-authored several papers, mostly in the field of information systems.
1. Jugo, Igor; Kovačić, Božidar; Tijan, Edvard: Cluster analysis of student activity in a web-based intelligent tutoring system. // Pomorstvo : journal of maritime studies. 29 (2015) , 1; 80-88
2. Jugo, Igor; Kovačić, Božidar; Slavuj, Vanja: Intelligent Tutoring Systems for Language Learning // Proceeding of the 38th International Convention MIPRO / Rijeka : Croatian Society for Information and Communication Technology, Electronics and Microelectronics - MIPRO, 2015. 915-920
3. Jugo, Igor; Kovačić, Božidar; Slavuj, Vanja: Using Data Mining for Learning Path Recommendation and Visualization in an Intelligent Tutoring System // Proceedings of the 37th International Convention MIPRO 2014 /Opatija : Croatian Society for Information and Communication Technology, Electronics and Microelectronics - MIPRO, 2014. 1042-1047
4. Jugo, Igor; Kovačić, Božidar; Slavuj, Vanja. „A proposal for a web based educational data mining and visualization system" // Proceedings of the 5th International Conference on Information Technologies and Information Society ITIS 2013 / Levnajić, Zoran (ur.).Dolenjske Toplice : Faculty of

	Information Studies in Novo mesto, Slovenia, 2013. 59-64
	5.Kovačić, Božidar; Jugo, Igor; Slavuj, Vanja. „Improvement of system for distance learning based on dialogue by appliance of statistical analysis" // MIPRO 2012 Jubilee 35th International Convention / Biljanović, Petar (ur.). Rijeka: Croatian Society for Information and Communication Technology, Electronics and Microelectronics - MIPRO, 2012. 1794-1797
	6.Božidar Kovačić, Igor Jugo. „Applying a Distance Learning System Based on Dialogue in e-commerce" // Proceedings of 32nd international conference on information and communication technology, electronics and microelectornics, MIPRO, VOL V., DE $ ISS $ miproBIS $ LG $ SP).Opatija: MIPRO, Rijeka, 2009., 36-39.
Dr Petra Karanikić	Petra Karanikic, PhD is a Head of Technology Transfer Office at the University of Rijeka, a research associate and at the University of Rijeka, Department of Biotechnology. Also, she is an External Associate at the University of Rijeka, Faculty of Economics on courses International Business and Technological Policy and Competitiveness. Her research topics and the area of interest are technology and knowledge transfer, IPR Management, Innovation Management and Innovative Entrepreneurship. She obtained her PhD at University of Split, Faculty of Economics with the dissertation title "Impact of Foreign Direct Investment on Technology Transfer and Competitiveness of Croatian Economy." She was actively involved in several EU projects ("Development of Innovation System at Ruđer Bošković Institute and University of Rijeka - IPAINNO", February 2011 - June 2012; "Building innovation support through efficient cooperation network - BISTEC", April 2013 - March 2015; "Technology transfer infrastructure in the Croatian Adriatic Region - TTAdria", April 2013 - April 2015; "Becoming entrepreneurial: Knowledge transfer from the University of Rijeka Faculty of Medicine to the biotechnology business sector - EntrepMedri"; "Platform for trans-Academic Cooperation In Innovation - PACINNO" 2013 -2016; and "An Adriatic Network for Advancing Research Development and Innovation towards the Creation of new Policies for Sustainable Competiveness and Technological Capacity of SMEs - AdriaTinn", 2013 – 2016. She participated in creation of the University of Rijeka Innovation Strategy and Implementation Plan adopted by the University Senate in 2012, and in writing the Development Strategy of the City of Rijeka 2014-2020, adopted by the City Council in 2013. 1. Bezić, H., Karanikić, P. (2014), Impact of Foreign Direct Investment and Technology Transfer on Croatian Economic Growth, Business Excellence, VIII (2014), No. 1, pp. 27-49 2. Stojčić, N., Benić, Đ., Karanikić, P. (2014), Regional determinants of export competitiveness in Croatian manufacturing industry, Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business, University of Zagreb, Faculty of Economics, Vol. 32, No. 2, pp. 193-212 3. Bezić, H., Karanikić, P. (2014), Impact of Technology Transfer through Foreign Direct Investment on economic growth and competitiveness in EU transition countries and the Republic of Croatia, Economic Thought and Practice, Periodical of the University of Dubrovnik, XXIII (2014), No. 2, pp. 463-481 4. Bezić, H., Karanikić, P., Tijan, E. (2011), The Role of University in Efficient Transfer of Scientific Knowledge, 34th International Convention on Information and Communication Technology, Electronics and Microelectronics – MIPRO 2011, Proceedings of the 34th International Convention on Information and Communication Technology, Electronics and Microelectronics – MIPRO 2011, Opatija, Croatia, pp. 88-92

	5. Bezić, H., Karanikić, P., Tijan, E. (2012), Competence Database: a Precondition for Successful Transfer of Technology and Knowledge, 35th International Convention on Information and Communication Technology, Electronics and Microelectronics – MIPRO 2012", Proceedings of the 35th International Convention on Information and Communication Technology, Electronics and Microelectronics – MIPRO 2012, Opatija, Republika Hrvatska, pp. 1765-1770

Partner number	999977754	**P14**
Organisation name& acronym	Politecnico di Torino, POLITO	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

For more than 150 years, the Politecnico di Torino has been one of the most prestigious public institutions at both the International and the Italian levels concerning education, research, technological transfer and services in all sectors of architecture and engineering. The Politecnico is a "Research University" acknowledged as a centre of excellence in all over the world for the qualifying research areas of Architecture and Engineering. Research activities, in particular, are structured in four macro-areas: Industrial Engineering; Information Technology; Management and Mathematical Engineering; Civil, Environmental, Architecture and Design Engineering. The Department of Applied Science and Technology (DISAT) focuses on research and education involving the fundamental principles of matter and energy, their transformation and related engineering applications. The DISAT endorses, coordinates and manages fundamental and applied research, education and technology transfer. It does so through the disciplines of: physics of condensed matter, nanotechnology, fundamental interactions, applied physics, chemistry, materials science and technology, metallurgy, failure analyses, materials and processes for bio-engineering. The research activity of the Control and Safety Section of the Multiphase Systems in Chemical Engineering (MuSyChEn) Group of DISAT is focused on modelling, monitoring, controlling and optimizing chemical processes and risk based approaches to the design and operations. The Group has played a leading role in developing research in this field, initiating, co-ordinating and participating in a series of projects that addressed the design and implementation of model-based systems for process monitoring and control, and risk assessment methodologies and applications.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

The Politecnico di Torino will participated in all working package and all activities in order to fulfill general and specific objectives of the project. The Politecnico di Torino will contribute in Establishment of infrastructure for the development of system for performance based evaluation in Serbia; Development of system for performance evaluation, profiling and raking of institutions and study programs in Serbia; Development of ICT for support of stakeholders needs and data presentation and Development of basis for value based management in Serbian HEIs and system and institutionalization of results as well as active role in Quality control and monitoring, Dissemination and exploitation of results and Project management.

The role of Politecnico di Torino will be to provide e its experience from Italy in developing indicators regarding the inputs and outputs of higher education institutions in Serbia that address (most of) the following criteria: national higher education priorities; institutional priorities; quality of teaching and research; regional engagement; internationalisation; feasibility of data collection (within higher education institutions); connection to international performance measurement mechanisms.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Micaela Demichela	Micaela Demichela (Female) took her Master Science degree in Chemical Engineering at the Politecnico di Torino in 1997 and her PhD degree in Chemical Engineering in 2002. Since April 2006 she has been working as researcher at the Department of Applied Science and Technology of the Politecnico di Torino. Her research activity was developed not only at the Department, but also among petrochemical companies and foreign research centers, and it concerned several aspects of the safety in processing industry, both in the field of fine chemistry and in the field of basis chemistry. In particular, the chosen approach consisted of the integration of the kinetic and heat transfer aspects of a reaction with the actual characteristics of the considered plant, in order to obtain a reliable

	assessment of the safety condition in a productive line. Since 2007, Micaela has been Scientific Responsible for several projects and agreements (see the Sections below).
	Since 2006/2007 she has been chair of the course "Environmental Safety Technique" (5 CFU: ING-IND/25) inside the Master's degree course in "Chemical and sustainable processes engineering" of the Politecnico di Torino. In 2009, she became member of the teaching staff of the PhD course in Metrology. Since 2013, she has been vice-coordinator of the 2nd level Specializing Master in "Occupational Safety And Health Engineering" (MISO).
	In September 2007, Micaela was selected to be member of the Editorial Board of the Journal of Loss Prevention in the Process Industry.
	Micaela Demichela is author of about 50 papers on international peer reviewed journals and leading conference presentations
	European research projects:
	Tempus III: TOSHI - TRAINING FOR OCCUPATIONAL SAFETY AND HEALTH IMPROVEMENT (2007-2009) – role: Coordinator
	ICT FP6: VIRTHUALIS-VIRTHUAL REALITY AND HUMAN FACTORS APPLICATIONS FOR IMPROVING SAFETY (2007-2009) – role: Partner
	Marie Curie ITN: INNHF—INNOVATION THROUGH HUMAN FACTORS IN RISK ANALYSIS AND MANAGEMENT (2011-2015) – role: Coordinator
	FP7 SME: TOSCA - TOTAL OPERATION MANAGEMENT FOR SAFETY CRITICAL ACTIVITIES (2013-2016) – role: Partner
Davide Fissore	Associate Professor at Politecnico di Torino. His research activity is focused on process modelling and on the design and validation of advanced model-based tools for process monitoring and control. His early research interests focused on the catalytic treatment of lean VOC-air mixtures in thermally and catalytically stabilised combustors, and in forced unsteady-state reactors. Lately, he investigated the possibility of using unsteady-state reactors for synthesis reactions (e.g. syngas production) and for chromatographic process (e.g. the catalytic reduction of NOx with ammonia). In both cases he developed, and validated, both deterministic and black box models (based on Artificial Neural Networks) for process optimisation. Moreover, he proposed advanced monitoring and control systems for these processes: in particular, the research was focused on the application of Model Predictive Control Algorithms to complex chemical processes and of robust control to non-linear processes. Beside this, the research activity was focused on the design of observer for monitoring processes with complex dynamics. Afterwards, he was involved in the field of pharmaceutical engineering and, in particular, in applying the "Quality by Design" concept in the field of pharmaceuticals manufacturing: the research is focused on the optimization, monitoring and control of the freeze-drying of pharmaceuticals. Davide Fissore investigated the possibility of monitoring both the primary and the secondary drying stages using soft-sensors, coupling the mathematical model of the process and some experimental measurements; model-based controllers were also designed and validated experimentally. Recently, Davide Fissore focused on the production (in micro-reactors) and preservation (using freeze-drying) of polymeric nanoparticles, and on their use as drug carriers. Another recent research interest is the pyrolysis and gasification of biomasses and wastes. Davide Fissore is author of about 80 papers on international peer reviewed journals and books, more than 70 conference presentations, and 7 patents.
	The action will see the participation of the researchers involved in the SAFER centre activities.
	Bosca S., Fissore D. (2014). Monitoring of a pharmaceuticals freeze-drying

	process by model-based Process Analytical Technology tools. Chemical Engineering Technology [ISSN: 0930-7516], 37 (2), 240-248.
	Bosca S., Barresi A. A., Fissore D. (2013). Fast freeze-drying cycle design and optimization using a PAT based on the measurement of product temperature. European Journal of Pharmaceutics and Biopharmaceutics [ISSN: 0939-6411], 85 (2), 253-262.
	Drăgoi E. N., Curteanu S., Fissore D. (2012). Freeze-drying modeling and monitoring using a new neuro-evolutive technique. Chemical Engineering Science [ISSN: 0009-2509], 72 (16), 195-204.

Partner number	999864846	**P15**
Organisation name& acronym	Universitat Politècnica de València, UPV	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters)*.*

UPV is a public Higher Education Institution actively involved in international cooperation and mobility projects. UPV hosts over 36,000 students and employs over 5,000 people (teaching, research, administrative, services staff). It is the first technological university in Spain according to international rankings (e.g. Shanghai Ranking of World Universities) and offers 30 undergraduate programmes, 5 dual undergraduate programmes, 76 official Master's degrees and 30 Doctorate programmes. Even though UPV focuses mainly on engineering studies, it also hosts a Faculty of Fine Arts and a Faculty of Business Administration and Management. It receives every year around 1900 exchange students and sends about 1600 UPV students abroad under different mobility programmes. UPV has repeatedly ranked among the top 10 European Universities in student exchange figures under the Erasmus Programme, and has actively participated in several Erasmus Mundus Action 2 partnerships. UPV has broad experience in the management of European projects and takes part in different actions (FP7, Horizon2020, Tempus, Erasmus Mundus, LLP networks and multilateral projects, Creative Europe, Erasmus +: Mobility, Capacity Building, Strategic Partnerships, Erasmus joint Master Degrees, Knowledge Alliances, Prospective Initiatives...) and in several international networks such as ANUIES, Magalhaes, Santander Group, CONAHEC, CARPE, SEFI…

The Centre for Quality and Change Management (CQ), formerly Centre for the Study of Higher Education Management (CEGES), has experience in the development of European Projects in the field of Higher Education working with different countries, including Serbia and others in the Balcan Region.

Please describe also the role of your organisation in the project (limit 1000 characters)*.*

UPV is committed to the success of this project, and is eager to actively engage not only in academic activities but also in the management bodies of the consortium. UPV is willing to cooperate with the coordinator and all partners by providing extensive scientific know-how in this area, technical capabilities and sound management structures and experience. According to their experince (publication: Rates of return and funding modelsin Europe / study was requested by the European Commission, Directorate-General Educationand Culture.), UPV will provide help, guidance and experince in the development of the basis for Contribution to the Serbia HEI funding system. UPV will alos participate in all other packages, working activitie (preparation and development) as well as in quality assurnace, dissemination of the project results and management of the project.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
PhD Andrés García Carrión	**Present position:** Head of the Research Centre for Quality and Change Management (Universidad Politécnica de Valencia). Associate Professor at the Dept. of Applied Statistics, OR and Quality (Universidad Politécnica de Valencia). Key qualifications: • PhD in Industrial Engineering. • Full time teaching experience in statistics since 1983, at under graduate, post graduate and docatoral levels. Courses taught in the area of Statistics and Data Analysis. • Teaching experience in quality management and quality tools at university levels and in industry ond different organizations, since 1985. • International consultant in areas of Quality and Statistics with the Andean Pact and Mercosur. • Visting Professor in Latin America (Colombia, Cuba, Chile, Mexico,

	Ecuador, Brasil).
	• Research activity in Statistics, Quality and Higher Education studies. More than thirty papers in international journals and more than seventy papers in national and international coferences.
	Publications:
	1. Angela Grisales Del Rio, Andres Carrion Garcia, Jose G. Mora Ruiz (2016). The Role of Young Engineering Graduates in Europe and Latin America, SMRLO 2016 International Conference., Israel, February 2016.
	2. Pantoja, Martín A, Rodríguez, María del P, Carrión, Andrés (2015). Design of a Questionnaire to Assess University Stakeholders Attributes from a Participative Leadership Approach, Formación Universitaria, 8(4), 33-34, DOI: 10.4067/S0718-50062015000400005
	3. Ángela María Grisales del Rio, Andrés Carrión García, José-Ginés Mora. (2015). Role of Young university graduates in organizations. A comparative study Europe-LatinAmerica. (El Rol de los Jóvenes Profesionales Universitarios en las Organizaciones. Estudio Comparativo Europa/Latinoamérica), Scientia et Technica, 20(2), 156-153
	4. Manjarres - Henriquez, Liney; GutierrezGracia, Antonio; Carrion-Gracia, Andrés; Vega Jurado, Jaider (2009). The Effects of University-Industry Relationships and Academic Research On Scientific Performance: Synergy or Substitution? Research in Higher Education. Vol.: 50(2009).
	5. Vicente Giner Bosch; Susana SanMatías; Mónica Clemente-Císcar; Andrés Carrión (2015). Optimal Design of Pre-control Plans, Quality and Reliability Engineering International, DOI: 10.1002/qre.1777
	Research Projects:
	1. European Indicators and Ranking Methodology for University Third Mission (E3M) (2008-3599/001-001)
	2. Good Practices in University-Enterprise Partnership (GOODUEP). EU Project.
	3. Lifelong Learning Programme 2007-2003. EU Project.
	4. The Flexible Professional in the Knowledge Society. New Demand on Higher Education in Europe. EU Project.
	5. European Universities for Entrepreneurship. Their Role in the Europe of Knowledge. EU Project.
	6. Developing Third Mission Activities in Albanian Universities. (2012-2991/001-001). EU Project.
PhD Andrea Conchado	She holds a PhD in Industrial Engineering by the Universidad Politécnica de Valencia. She works as an assistant professor in the Department of Applied Statistics and Operational Research and Quality in this university and as an Associate Professor in the university centre EDEM – School for Entrepreneurs. She has co-authored 8 research papers in journals indexed in Journal Citation Reports, as well as other 6 research papers in non – indexed journals, 3 research books and 9 book chapters with several Spanish prestigious publishers. She has collaborated as a researcher in 10 research projects, 8 out of them funded by the European Commission. Her research interests lie in the areas of research methodology and applied statistics for social sciences, specifically the application of structural equation modelling to the assessment of the validity and reliability of measurement instruments.
	Selected publications

	1. Pérez, S., <u>Conchado, A.</u>, Andreu, Y., Galdón, M.J., Cardeña, E., Ibáñez, E., and Durá, E. (2015). Acute stress trajectories 1 year after a breast cancer diagnosis. Supportive Care in Cancer. ISSN 0941-4355, DOI 10.1007/s00520-015-2960-x 2. Marisol Juan-Borrás, E. Doménech, <u>Andrea Conchado</u> and I. Escriche (2015). Physicochemical quality parameters at the reception stage of the honey packaging process: Influence of type of honey, year of harvest and beekeeper. Journal of Chemistry. ISSN 2090-9063 3. Pérez, M.S., Galdón, M.J., Andreu, Y., Ibáñez, E., Durá, E., <u>Conchado, A.</u> y Cardeña, E. (2014). Posttraumatic stress symptoms in breast cancer patients: temporal evolution, predictors, and mediation. Journal of Traumatic Stress. 27, pp 224-231, ISSN 1894-9867 4. <u>Conchado, A.</u>, Carot, J.M. y Bas, M.C. (2015). Competencies for knowledge management: Development and validation of a scale. Journal of Knowledge Management. 19(4), 836-855, ISSN 1367-3270 5. Doménech, E., <u>Conchado, A.</u> y Escrich, I. (2014). Evaluation of risk impact of consumers' behaviour in terms of exposure to listeria monocytogenes in lettuce. International Journal of Food Science And Technology 49(10), 2176 - 2183, ISSN 1365-2621. DOI: 10.1111/ijfs.12528 Selected projects 1. The Flexible Professional In The Knowledge Society New Demands On Higher Education In Europe 'REFLEX', CIT2-CT-2004-506352, Universitat Politècnica de València, Comisión de las Comunidades Europeas. Specific Targeted Research Project (STREP), Sixth Framework Programme, 01/03/2004 - 01/09/2007 2. El Profesional Flexible En La Sociedad Del Conocimiento, AML/19.0902/04/16909/II-0546-A, Universitat Politècnica de València, Comisión de las Comunidades Europeas. Programa ALFA II, 14/03/2007 - 14/03/2009 3. Sistema Integral De Información Sobre Las Instituciones De Educación Superior De América Latina Para El Área Común De Educación Superior Con Europa (INFOACES), ES-2007-DQB-2711277912, Universitat Politècnica de València, Comisión de las Comunidades Europeas. ALFA III Segunda Fase - Programa América Latina, 01/07/2011 - 08/01/2014 4. Conducting Graduate Surveys And Improving Alumni Services For Enhanced Strategic Management And Quality Improvement (CONGRAD), 517153-TEMPUS-1-2011-1-DE-TEMPUS-JPGR, Universitat Politècnica de València, Comisión de las Comunidades Europeas. TEMPUS IV, 01/10/2011 – 30/12/2014 5. An Industry Oriented Msc.Program In Telecommunications Engineering Towards And Eu Approach, 511074-TEMPUS-1-2010-1-JO-TEMPUS-JPCR, Universitat Politècnica de València, Comisión de las Comunidades Europeas. Education Audiovisual And Culture Executive Agency. TEMPUS IV, 01/09/2011 - 15/10/2013
Jose Miguel Carot	Jose Miguel Carot holds a Ph.D in Mathematics from the Universitat Politècnica de València (UPV). He is Associate Professor in the Department of Applied Statistics and Operational Research and Quality at the same university. He was the director of the Centre for Quality and Change Management, the head of the Academic Assessment Office and now is the Head of the Quality and Accreditation in the UPV. He researches and works in higher education

management, survey methodology, multivariate methods and composite indicators for quality. He has been the coordinator of 5 European research projects about quality assurance and indicators in higher education (PROFLEX, GOODUEP, UNIQM, E3M, INFOACES). He has participated in another 29 research projects. He has realized 90 publications in national and international journals and more than 120 communications in national and international congresses.

Publications

1. Mónica Martínez-Gómez; <u>Jose Miguel Carot Sierra</u>; José Jabaloyes; Manuel Zarzo (2015). A multivariate method for analyzing and improving the use of student evaluation of teaching questionnaires: a case study. A multivariate method for analyzing and improving the use of student evaluation of teaching questionnaires: a case study. DOI 10.1007/s11135-010-9345-5

2. José-Ginés Mora, Lourdes Badillo, Andrea Conchado, <u>J.M. Carot</u>, Mónica Martinez, Daniel Martinez, J.M. Nyssen, Luis Vila (2008). Job success of European young university graduates. Revista de Educación ISSN: 0034-8082. Número extraordinario 2008

3. Andrea Conchado Peiró, Alejandra Cortés Pascual, José-Ginés Mora, <u>Jose Miguel Carot.</u> Labor values of the education graduates in Spain. Revista de Educación ISSN): 0034-8082 DOI: 10-4438/1988-592X

4. José-Ginés Mora, Adela García-Aracil, <u>José-Miguel Carot</u>, Luis E. Vila (2006). Monetary rewards and competences of young european graduates. 18(1), 37-52

5. Conchado, A., <u>Carot, J.M.</u>, Vila, L.E. y Jabaloyes, J. (2009). Analysis of the relationship between the acquisition of competences and the personal and educational environment of young Higher Education graduates. ISCTE 2nd European Labour Market for Academic Graduates. Conference Proceedidngs, Maastricht. 2009

Projects

1. El Profesional Flexible en la Sociedad del Conocimiento (PROFLEX), ALFA Programm, European Union, AML/19.0902/04/16909/II-0546-A

2. European University Quality Management Tools for Lifelong Learning (UNI-QM), Lifelong Learning Programme (European Union), 133830-LLP-1-ES-ERASMUS-EMHE

3. European indicators and ranking methodology for university third mission (E3M), Lifelong Learning Programme (European Union), 143352-LLP-2008-ES-KA1-KA1SCR

4. Good Practices in University- Enterprise Partnership (GOODUEP), Lifelong Learning Programme (European Union)

5. Sistema Integral de Información sobre las Instituciones de Educación Superior de América Latina para el Área Común de Educación Superior con Europa (INFOACES), ALFA III European Comission, DCI-ALA/19.09.01/10/21526/254-792/ALFA III (2010)13

PhD Elena Vázquez	Dr. Elena Vázquez is PhD in Computer Science, and associate professor at the Department of Applied Statistics and Operations Research and Quality in the Universitat Politècnica de València (UPV, Spain). She has been Secretary of this Department since 2006 and she has a long experience of teaching in the field of statistics and operational research.
	Her research is oriented basically in two lines. The first one corresponds to the use of statistical methods for multivariate data, based on structural equation modelling. The second one is related to process of convergence towards the European Higher Education Area, in relation to both teaching

	and learning methodology and assessment strategies for improving university quality. She has participated as a researcher of the Centre for Quality and Change Management (CQ) in several international projects in the field of Higher Education improvement and quality assurance, funded by the European Commission. 1. Developing the third mission activities in Albanian Universities 2012-2014 2. Conducting graduate surveys and improving alumni service enhanced strategic management 2011-2014 3. Sistem integral de informacion sobre las institutciones de educacion superior de America latina para el area comun de educacion superios con Europa (INFOACES) 2011-2014 4. Flight safety and airworthiness - a master programme 2015-

Partner number	999821681	**P16**
Organisation name& acronym	Ministry of education, science and technological development, Republic of Serbia, MEST	

D.1.1 - Aims and activities of the organisation

Please provide a short presentation of your organisation (key activities, affiliations, size of the organisation, etc.) relating to the area covered by the project (limit 2000 characters).

Pursuant to the Law on Ministries (2014), of the Republic of Serbia, the Ministry of Education, Science and Technological Development performs activities of the state administration relating to: research, planning and development of the preschool, primary, secondary and higher education as well as student standard; supplementary education for children of Serbian nationals abroad; administrative supervision in pre-school, primary, secondary and higher education and student standard; participation in the construction, equipping and maintenance of facilities for preschool, elementary, secondary and higher education and student standard of the interest for the Republic of Serbia; expert-pedagogic supervision in pre-school, primary and secondary education and student standard; organization, evaluation of work and supervision of the training of employees in education; validation and equivalence of public documents obtained abroad; improvement of social care for gifted students; improvement of social care for students with special needs, creating the conditions for access to and implementation of projects within the competence of the Ministry funded by the EU IPA funds, donations and other forms of development assistance, as well as other duties specified by law.

Please describe also the role of your organisation in the project (limit 1000 characters).

Ministry of education, science and technological development is ministy in Serbin government and will participate in the project since the project PESHES is project of structural measures and the impact and results of projects need to be supported nd used by Ministry. Since the performance measurement as well as the other activities covered by this project are clearly listed in National Action plan, Ministry will monitor and direct consortium and use project results in developemnt of system for performance evaluation and contribution to the HEI funding system.

D.1.2 - Operational capacity: Skills and expertise of key staff involved in the project
Please add lines as necessary.

Name of staff member	*Summary of relevant skills and experience, including where relevant a list of recent publications related to the domain of the project.*
Prof. dr Zorana Luzanin	Prof. dr Zorana Luzanin is Secretar of the State in Ministry of education, science and technological development Republic of Serbia. She is full profesor at Univesity of Novi Sad. She teaches following courses: Mathematical model in economy, Introduction in mathematical modeling, Econometrics, Numerical analysis II. Her research interesrs are: Iterative methods for system of nonlinear equations and nonlinear optimization; stochastic optimization; modifications of Newton's method; local and global converegence. Selected publications: 1. Krejić, N., Lužanin, Z., Stojkovska, I., Gauss-Newton-based BFGS method with filter for unconstrained optimization, Applied Mathematics and Computation. 2. Krejić, N., Lužanin Z., Rapajić, S., Jacobian smoothing Brown's method for NCP, Nonlinear Analysis: Theory, Methods & Applications, 70 (2009), 642-657 3. Krejić, N., Lužanin, Z., Radeka, I., Newton-like method for nonlinear banded block diagonal system , Applied Mathematics and Computation, 189(2), 2007, 1705-1711 4. Krejić, N., Lužanin, Z., Rapajić, S., Iterative method with modification of the right-hand side vector for nonlinear complementarity problems, International Journal of Computer Mathematics, Vol 83, Issue 02, 2006, pp 193-201 5. Krejić, N., Lužanin, Z.: Newton-like method with modification of the right-hand side vector, Math. Comp. 71 (2002), 237-250

List of Associated Partners

(Where applicable)

These organisations may provide the consortium with facilities or assistance that enhances the quality of work, but they cannot be responsible for core activities of the project (e.g. management, coordination, monitoring, leader of a work group etc.). **No financial contribution from the project grant will be allocated to these organisations.**

Ref.nr	*Name of organisation*	*Type of institution*	*City*	*Country*	*Role in the project*

Please insert rows as necessary

D.2. Cooperation arrangements, management and communication
This part must only be completed once by the applicant.

D.2.1 - Project management
Please define the organisation of the implementation of the project and the division of tasks between the partners. Please explain the allocation of resources for each activity. Explain *also* how the tasks are distributed amongst the partners and how project "ownership" is ensured *(limit 3000 characters).*

Generally project consortium is consisting of two groups of partners with general idea to provide maximum synergy effect and to realize the project goals and objectives. One group of the partners are the partners from European Union (University of Twente, University of Rijeka and Politehnico di Torino, Univesity of Valencia) and partners from Serbia (Universities and other partners). The grant holder is University of Belgrade as institution with most experience will lead consortium. Project Consortium Board will be organized to manage consortium. PCB will be established during the kick off meeting and will be responsible for all management activities of the project. PCB will consist of all contact persons from all institution and they will make all decisions with consensus. In the Serbia National Coordination Board will be organized and NCB will consist of 1 representative of all institutions from Serbian side. They will make all decision by consensus and they will be responsible for the organization and execution of all every day activities in Serbia. On the third level each partner will organize the institution's working group

or team. The leader of that group will be contact person of the institution. In addition different partners from consortium will be responsible for origination, execution, results and outcomes for different working packages. The leading organization for working packager was selected according to previous knowledge and expertise of the specific partner. So leading organization with contact person will be responsible for the activities and allocation of resources as well as the control) financial and quality) for the specific activity or set of activities. They will provide reports to the PCB and also they will be in close communication and cooperation with NCB in the cases where it is necessary. In general the partners from EU will provide knowledge, knowledge transfer, monitoring, mentorship and peer review (where it is necessary) on the other hand Serbian institutions will develop and implement indicators models for performance evaluation, ranking. In the specific cases all institutions or NCB and PCB will organize specific working teams (for instance for quality assurance, peer review..) in order to provide the most effective organizational structure and to provide the maximal cost / effect of required resources. The project will be managed by a Consortium Board (PCB) that will take care of all important aspects of project management including financial management and reporting to EU authorities. The grant holder of the project, The University of Belgrade, will have the leading role in reporting, and coordination of all activities and the distribution of financial resources (according to the project budget) to other partners from the consortium. On a national level the National Project Board (NPB) will be established in order to manage, monitor, evaluate all activities that will be performed on the Serbian side of the project.

D.2.2 - Cooperation and communication arrangements of the consortium
Please explain the overall project and partnership management making specific reference to the management plan and how decisions will be taken. Please describe how permanent and effective communication and reporting will be ensured as well as the measures put in place for conflict resolution (limit 2000 characters).

In the management organization of this project we will have Project Consortium Board, National Project Board, and Working teams at each institution. The PCB will have annual meetings in order to evaluate and report about project progress as well as possible risks and approaches for mitigation. The PCB will make all decisions on consensus, and each institution will have one representative in PCB. On the other hand PCB will define an annual action plans for Serbian partners and all other partners as well. According to the action plan (that will be based on the project proposal but with additional specific details) NCB will have meeting twice per year. They also will make report about project activities and outcomes. All institutions from Serbia will have two persons in this board. The president of this board will be representative of University of Belgrade All decisions will be made by consensus. In the case that PCB or NCB could not make decision by consensus the special working group will be organized with task to make suggestion for the project coordinator. Project coordinator will made the final decision according to proposal of working group. On the each institution the Working teams will be organized. In Serbia they will be responsible for everyday activities according to activity plan. In the case they face any problem they need to report that to president of NCB. Also in the kick off meeting all members of PCB will adopt ethical and professional principles that will be universal guideline for the management of the project respecting on one side the highest standards in project management, and highest ethical and professional principles on the other side.

PART E - Project characteristics and relevance

E.1. Why does the consortium wish to undertake this project?

Please outline the motivation behind your project, clearly identifying the specific needs or problem/s which it intends to solve. Explain how the project proposal fits within the development strategies of the Partner Countries involved and how it addresses the priorities defined at national / regional level. Also explain why this/these problem/s were selected instead of others. In particular, explain how the area of intervention has been explored to guarantee that the project is offering something new compared to the existing situation. Where applicable, explain any synergy with other EU initiatives should be highlighted (limit 5000 characters).

The project „Development and implementation of system for performance evaluation for Serbian HEIs and system – PESHES" has wider objective Improvement of management, operation and quality of higher education institutions and system in Serbia. In order to fulfil the general objective project has specific objectives to define and implement indicators and measures for performance based evaluation of higher education institutions and system as a basis for value based management in Serbian HEIs and system; Structuring and pilot implementation of the system for ranking of institutions and study programs and Introduction of performance measurement in accreditation and reaccreditation of study programs and HEIs. The project is structured as project of structural measures and project is national (Serbia). Project is under priority of "Improving management and operation of higher education institutions" in category Quality assurance processes and mechanisms.

The idea of the project, as well as goals and outcomes are connected with two the most important documents in Republic of Serbia. The first one is "Education Development Strategy in Serbia until 2020" (http://www.mpn.gov.rs/wp-content/uploads/2015/08/strategija_obrazovanja_do_2020.pdf) and second one "Action Plan for Implementation of the Strategy for Development of Education in Serbia by 2020".

Analyzing the document "Action Plan for Implementation of the Strategy for Development of Education in Serbia by 2020", this project is focused on the first place on "Higher Education – Joint action", particularly action with code VO-ZD 09 "Introduction of quality indicators in Higher education". This particular action has following implementation action (according to Strategy and Action plan): (1) Definition of set of indicators for monitoring of condition of HE, (2) Improvement of accreditation standards, (3) Development of model for implementation of indicators (information system). We developed project proposal that is strictly focused on this action so our work package 2 corresponds to (1) and working package 3 corresponds to (3) and working package 4 corresponds to (2). In addition this project partly covers set of actions from "Higher Education – Joint action" (VO-ZD 08 Improvement of public responsibility of HE for quality of education, VO-ZD 21 Improvement of approach students' centric education, VO-ZD 24 Improvement of cooperation with employers, business and industry, VO-ZD 25 Improvement of research component of HE and VO-ZD 26 Improvement of innovation potential and innovation outcomes).

On the second place project is focused on "Academic studies (bachelor and master), action VO-AC05 "Introduction of ranking of study programs" with implementation actions: (1) Definition of set of indicators, (2) Analysis of different ranking programs (based on opinion of employers as well as based on knowledge of students), (3) Systematic inclusion of employers in procedure of evaluation and ranking (4) Establishment of Manual for ranking of study programs. All this implementation activities are covered by specific working packages and results of specific project activities will define these outcomes. (Please refer to working packages 1, 2 and 4).

On the third place the project will contribute to "Financing of Education - University education", action FO-VO14 "Development of model of financing with integration of indicators for measurement of quality of education process". The results of the project will contribute to decision and regulations of Ministry of education, science and technological development of Republic of Serbia and to experts' teams.

According to this analysis it is clear that project proposal has goals and aims to fulfill specific actions stated in "Action Plan for Implementation of the Strategy for Development of Education in Serbia by 2020".

In addition in order to underline importance of this topic of education, science and technological development of Republic of Serbia in cooperation with Expert team for reform of Higher Education organized conference "Informative day about indicators for measurement of performance of higher education – the road to the new model of financing and ranking of study programs" that was held on November 24, 2015. The goal of the meeting was beginning of discussion about possible models of financing of higher education based on indicators as a part of introduction of Higher education law. The minister of Serbian government open that meeting stating importance of performance based management as well as introduction of quality indicators in Higher education (http://erasmusplus.rs/odrzan-informativni-dan-%D0%BE-indikatorima/?langkl=lat).

From everything stated above it is absolutely clear that proposed project with its goals, working packages, and potential outcomes strictly corresponds to actions and priorities of Action Plan. The suggested project idea is very important for Serbian higher education institutions and systems as whole and this fact has been stated by Minister of Serbian government as well as stated by support of Ministry for realization of this project.

Please describe briefly how your project proposal was prepared (e.g., capitalising on previous experiences, based on achieved outcomes in former projects, following previous cooperation amongst the consortium members, etc.) (limit 1000 characters).

The project was prepared under the supervision of National Council for Higher Education and Ministry of education, scienece and technological development. Considering the facts, National documents (Strategy and Action Plan), position of National Council for Higher Education as well as activities of Ministry of education, science and technological development, all Serbian state Universities were called in order to jointly prepare this project proposal. All Serbian state universities as well as a representative of Universities in private ownership and important stakeholders prepared project proposal. All Serbian state Universities have experience in management, coordination and partnership in Erasmus projects, but in this case University of Belgrade is grant holder and with coordinator prof. Sima Avramovic (Faculty of Law, University of Belgrade considering the importance of the project as well as legal implications of results). EU partners were selected according to their expertise.

If your proposal is based on the results of one or more previous projects / networks, please provide precise references to this / these project(s) / network(s) in the table below.

Reference number			
Project dates *(year started and completed)*		**Programme or initiative**	
Title of the project			
Coordinating organisation			
Website	http://		
Password / login if necessary for website			
Please summarise the project outcomes and describe (a) how the new proposal seeks to build on them and, (b) how ownership / copyright issues are to be dealt with (limit 1000 characters).			

Please copy and paste tables as necessary.

E.2. Rationale for the setting-up of the consortium

Please explain why the selected partners are best suited to participate in this European project. Describe innovative and or complementary skills, expertise and competences within the consortium directly relating

to the planned project activities. If associated partners are involved, please explain their role in the project and the added value to the consortium(limit 3000 characters)*.*

The participants in the project have been carefully selected in order to provide specific skills, expertise and competences relating to planned project activities. On the first place all Serbian state Universities are included in this project (University of Belgrade, University of Novi Sad, University of Nis, University of Kragujevac and University of Novi Pazar). Singidunum University is included in the consortium as the representative of privately owned higher education institutions. All this universities need to ensure that project results will be implemented at all state universities as well that all different point of view will be included in the development phase. In the process of definition and implementation of approach based on indicators, in evaluation of higher education institutions different stakeholders should be involved according to both "Action Plan for Implementation of the Strategy for Development of Education in Serbia by 2020" and experiences of EU countries' partners. The following partners will be included: Statistical Office of the Republic of Serbia in order to provide different statistical information that are important In the process of setting key performance indicators as well as in the process of monitoring of different indicators; National Employment Bureau that will provide data about employability, unemployment and provide connection with employers; Ministry of education, science and technological development will support the realization of the project on the one side and will use project results in implantation of different actions on the national level; Serbian Universities and CPN will provide dissemination of the project results on all academic institutions in Serbia, CAASS Conference of vocational educational institutions in Serbia will use experience gained in the project for setting the environment for vocational studies; National Council for Higher Education that will monitor and use results in development of regulative and suggestions for higher education.

The following EU partners will contribute to realization of this project: University of Twente, (Center for Higher Education Policy Studies) Holland has large experience in the field of higher education financing, trends, strategies and performance orientation as well as management of the project U-Multirank and its uses for institutional management; University of Rijeka, Croatia was selected because Croatia has recently developed specific system for performance measurement and interconnected that system with financing of HE, so Serbian Ministry of education science and technological development suggested Croatia as model; Univeristy of Valencia has great experince in defining European indicators and ranking methodology for University and finally University of Torino, Italy was selected because their experience in this filed.

It is clear that all partners have been selected according their skills and potential role in the project, national models and leading roles in similar projects.

E.3. European added value

Please describe the benefits of and need for European cooperation. Please describe also why the results cannot be achieved through national, regional or local funding (limit 1000 characters).

The number of EU countries have been introduced performance based system, measurement as well as funding of higher education institutions based on performances (Austria 2002, Denmark 2007, Finland 1994, Germany 1990s, Ireland 2012, Netherlands 2012, UK 2012). Generally they have different goals such as: to improve performance in core activities – higher quality (weeding out underperformers; increase efficiency); to enhance accountability and transparency (informing stakeholders; support dialogue and trust); to encourage HEIs to strategically position themselves: diversify; and to align national and institutional policies and activities. Serbia needs to interconnect its effort with EU environment and to provide and use the best experience from EU in development of its model that will be compatible with EU, on the other side the Serbian model could be used in other similar countries or as the basis for the further development of EU models, or development of joint EU model.

E.4. Innovative character

Indicate what the project is offering that is new and what are the main innovating elements (limit 2000 characters).

This project solves important issues that are underlined in Serbian education strategy as well as Action plan. Generally project aims to use comprehensive approach in order to provide the best possible set of indicators, performances, and model that could be used not only in Serbia, but could contribute to the development of models in similar countries or even to contribute to improvement of EU models. The project will have appropriate time span as well as experiences from EU starting from 1990s (Germany and Finland) to present (Ireland, Netherland, Croatia). It will help to address appropriate content, performances as well as size and balances, selection, number and weights of performance indicators used. The other important issues that will be addressed are: institutional contribution, stakeholders' involvement (developing templates and guidelines, priority setting, drafting contracts, data processing, reporting, evaluation of outcomes). This will help to (based on the best EU experience) define and implement indicators and measures for performance based evaluation of higher education institutions and system as a basis for value based management in Serbian HEIs and system; and to structure and pilot implement of the system for ranking of institutions and study programs and finnally to provide institucionalized chanigies in accreditation standards. Since other Western Balkan Countries to not have a language barrier, other countries such Bosnia and Herzegovina, Montenegro could use specific results and modify them for their higher education institutions and education system as whole. Finally the project need to make contribution and innovation in public value management through contribution in diversity, differentiation and profiling in higher education, stimulation of higher education institution and system through performance agreement and in redefinition of funding and performance agreements in Serbian educational system.

PART F - Quality of the project design and implementation

F.1. Aims and objectives

Please define the concrete aims and objectives of the project and describe the ways in which the situation set out under the previous section (Part E) will be changed (limit 3000 characters).

The project „Development and implementation of system for performance evaluation for Serbian HEIs and system – PESHES" has wider objective to Improvement of management and operation of higher education institutions and system in Serbia. In order to fulfil the general objective project has specific objectives to define and implement indicators and measures for performance based evaluation of higher education institutions and system as a basis for value based management in Serbian HEIs and system; Structuring and pilot implementation of the system for ranking of institutions and study programs and Introduction of performance measurement (quality indicators) in accreditation and re-accreditation of study programs and HEIs.

The realization of wider and specific objectives need to provide the public value management, moving from bureaucracy to a market approach, providing the ways for higher education to better serve to society needs and providing the institutional means for the government to sear higher educational institutions and system in that direction.

The project will provide a transparency tool in ranking of study programs and institutions, as well as to make contributions to performance based funding or even performance agreements. Finally the project has another aim to support diversity and differentiation in order to serve a greater variety in needs of students, the labour market and society.

The project is based on "Action Plan in Serbia by 2020" so implementation of the project will highly contribute in changing and improvement of Serbian educational system as well as fulfilling the Strategy and Action plan.

The situation will be changed because the project realization will enable establishment of infrastructure for the development of system for performance based evaluation in Serbia. In this step all necessary analysis will be provided as well as dialogue between all important stake holders. In the second step system for profiling and raking of institutions and study programs in Serbia will be developed. It means that key performance indicators will be selected and defined in order to provide ranking of institutions and study programs in Serbia. In the third step ICT for support of stakeholders needs and data presentation will be developed, this step also corresponds to national Action plan in order to provide platform for on line presentation of data and ranking results. Finally basis for value based management in Serbian HEIs and system will be developed, and the results of the project will be instuticionalized through changies of accreditation standards and other documents.

So it is clear that wider and specific as well as the aim of the project are connected and rooted in the National documents on the one side and on the other side the realization of the project and project results will provide defined changes and provide platform for changes in specified fields.

F.2. Project activities and Methodology

Please define the activities proposed and the working methodology (project activities/developments including educational and training content and pedagogical approach) to be used for achieving the objectives, including major milestones, measurable indicators, etc. (limit 6000 characters).

The project activities and working methodology has been developed according to stated aim, wider and specific objectives in order to achieve the objectives as well as measurable milestones. The set of measurable indicators was defined in order to provide monitoring, quality control and management of project processes and results. The project consists of one preparation work package, three development forming packages as well as packages that have quality planning, dissemination and sustainability and management in the focus.

Generally project is has tree parts: the preparation part with further analysis of present situation in Serbia, analysis of experiences from EU, the development part that cover development and implementation of set of performances, models as well as information and communication support, the

pilot implementation will be carried out in this part. Finally the third part will have focus on provide normative solutions and acts.

In the first step the goal is establishment of infrastructure for the development of system for performance based evaluation in Serbia. This goal will be realized through several actions. In the first one, "Analysis of the needs and priorities in Serbian society and local economy", will provide analysis and framework for dialogue with different stakeholders about actual needs and development directions in the field of value based management of Higher education institutions and system. On the other side another set of stakeholders will be included in this process through analysis of students' and academics' needs and priorities. In order to provide support from Universities it is important to improve capacities of Universities to monitor and measure specific performances. In this step the basis for development of ICT solution will be made, through purchase of specific equipment and starting of software solution development. Starting from the fact that different countries in EU have different systems it is necessary to provide analysis of performance based evaluation in EU.

The second step Development of system for profiling and raking of institutions and study programs in Serbia will be based on the results and analysis from previous step. First of all it is important to define key processes and selected fields at HEI in Serbia, set of KPI (key performance indicators) at selected fields. Definition of key processes and its decomposition will provide the bases for development and optimization of the set of performance indicators for study programs, institutions and HIE system as whole. Finally, based on the previous activities it will be possible development of the model for profiling and ranking of study programs and HIE institutions in Serbia. The developed model for ranking of study programs and institutions will be based on the valid key performance indicators, which will be representation of specific processes. On the other hand the model for ranking of study programs and institutions will use the best practice gained through analysis of EU models and demands of specific stakeholders (government, employers, students and academic community as well).

The third step is also connected with national Action plan and have goal to develop ICT for support of stakeholders needs and data presentation. It is very important to fulfil several objectives: to provide ICT support that will provide a software environment for ranking and presentation of the level of performances for different institutions and study programs as well as to provide data acquisition and public access to all information (for all interested parties). This goal will be achieved through: Development of ICT solution for data acquisition and ranking of study programs and institutions (Software); Training, organization and implementation of the ICT system at national level (Training); Presentation of the tools that will meet needs of students, labour market and society (Events); Pilot testing, verification and validation of the system on the selected study programs and institution (Events, Report)

The final stage is development of institutional background for developed system as well as development of basis for value based management in Serbian HEIs and system. This will be achieved through: Development and adoption of performance based evaluation for HIE management at institutional and national level (Report); Introduction of performance measurement in accreditation standards (Report); Contribution to the HEI funding system (Report); Networking developed system with stakeholders (Other);

The dissemination of the project results will be very important from many different reasons. The first one because number of Universities will perform same activity in development and implementation of system for rakning of study programs and institutions which is very important issue not only for academic society but for society in large. Dissemination will be performed to organization of meetings with academic and nonacademic representative, organization of promotion activities and development of project web site that will contain all developed material, reports, directions that could serve to the public in Serbia but also to institutions and public at Western Balkan Counties (at least).

All project results, outcomes, and activities will be measured and asset in order to fulfill certain quality, level. Team for quality assurance will be established with mentioned task as well as to control quality of management and financial management. External quality audit is also planned. The project, will be finally managed through Project consortium board (3 meetings), National consortium board (6 meetings) as well as every day activities at institution level. The financial management of the project will be submitted to external financial audit.

F.3. Budget and cost effectiveness

Please describe the strategy adopted to ensure that the proposed results and objectives will be achieved in the most economical way and on time. Explain the principals of budget allocation amongst partners. Indicate the arrangements adopted for financial management and what co-financing modalities are planned (limit 3000 characters).

In order to achieve cost effectiveness numerous of measures will be implemented: organization of larger study visits to each EU university once, instead of several smaller visits with own bus transportation instead of air planes; combining of several activities within each mobility - every visit have its prime purpose but also other activities will be organized and realized (management activities, trainings, coordination, conferences and round table participations, quality control, etc.); staff cost is rationale bearing in mind activities number and volume that need to be realized; every deliverable have defined financial inputs but number of them have very small requirements as they would be combined with other, sharing resources fro staff, travel and P&P (meetings, promotions, trainings, workshops, campaigns, fairs,…); equipment purchase will be realized on base of joint purchase.Budget for this project is balanced, harmonized among partners and among working packages. Domestic university partners have equal share in funds categories, except increased staff cost for UBG due to significant project management tasks. University of Belgrade as grant holder will have the main responsibilities in the project management and they will assure existence of external financial revision in order to provide the highest quality of financial and operational management. Some partners SORS and NES do not have staff cost because they are not eligilbe for staff costs from EU projects (according to their internal rules). EU partners are fully balanced among each other with significant share in complete budget and with no co-financing obligations, but on the other hand their budget is fully realistic compared to their tasks and obligations. Partners from Serbia will provide co-financing through participation in work, local mobility (in Serbia) as well as participation in printing and publishing costs for the materials that will be developed for the purpose of this project.

F.4. Quality control and Monitoring

Please explain what mechanisms have been put in place for ensuring the quality of the project and how the evaluation will be carried out.Please define the specific quality measures established, as well as the benchmarks and indicators foreseen to verify the outcome of the action. Make sure that the information in this section is consistent with the project Logical Framework Matrix (limit 3000 characters).

Quality management and control as well as project management are essential in ensuring that the planned project objectives could be fulfilled with planned financial resources, human resources respecting planned times for the project and each activity. Different tools, techniques and strategies for successful project management and quality of processes, outcomes, deliverables and financial issues will be used in order to achieve the highest cost effectiveness.

It is very important that all activities, processes and deliverables will be continually evaluated and assessed in order to achieve the highest quality of processes and outcomes. All tools, methods and strategies for quality control, assurance and quality management (such as PDCA, assessment of satisfaction of end-users and project result..) will be used according to best practice.

Quality control will be provided through developed mechanism. The Quality Assurance Team will be established with the main purpose to provide and ensure continuous quality control and monitoring of the project results, outcomes as well as quality of the project management. Quality assurance team will develop directions and documentation for all institutions that are participating in the project consortium. They will be in charge to monitor all indicators of achievement of project results. The main goal of the project is development and implementation of performance measurment mechanisms. The Quality assurance team will control the indicators (of progress) as well as indicators of quality achievement (outcomes). So the Key Quality Indicators are: developed set of KPI, performance measurement model, ICT support, pilot programs and the most important chanigies in accreditations standards. The satisfaction of all stakeholders will be also measured.

This team will regularly provide reporting as well as analysis of potential risks or they will be in charge for

evaluation and definition of specific actions. For instance if PCB receive review from EU or monitoring visits Quality Assurance team will analyze document and provide the list of corrective actions. They will monitor performance of these actions and make report about achievements and results. This mechanism will provide quality control and monitoring. Finally in the scope of the project external quality control is planned in order to ensure quality.

PART G - Impact, dissemination and exploitation, sustainability

G.1. Expected impact of the project

Please explain who will use these project outputs / products / results and how the consortium will reach them. Describe how the target groups (including participating institutions, stakeholders) will be reached and involved <u>during the life of the project</u> and how the project will benefit the target group at local, regional, national and or European level. Please structure your description according to the different levels of impact and stakeholders (limit 3000 characters).

This project has number of outputs, product and results. The proposed project essentially involves all state universities in Serbia (Universities in Belgrade, Novi Sad, Kragujevac, Novi Pazar and Nis) and the Singidunum University, Belgrade (privately owned), in addition it is planned participation of the Republic Institute for Statistics, National Employment Office, Ministry of Education, Science and Technological Development, the National Council for Higher Education, KONUS and KASS (Conference of Vocational Professional Studies). Direct or indirect beneficiaries of the project can be grouped into the following target groups:

1. Academic community, and the universities in Serbia. Developing a system for measuring performance and multi dimensional ranking of study programs and institutions should contribute to a better, higher quality, more efficient, market-oriented and socially responsible management of study programs and universities. Ranking of study programs and institutions will, through key performance indicators enable focus on key processes, process benchmarking, comparison and thus improving key processes at universities in Serbia which should contribute to higher levels of education, research, development and innovation processes, higher terms of the internationalization as well as cooperation with industry locally and in the region. On the other hand all this affects the definition and redefine institutional strategies.

2. Students. According to the ranking of study programs and institutions, students will have opportunities to make choices that suit them best, bearing in mind the set of performance which would indicate, for them, essential parameters (for example, the number of unemployed graduates is a study program).

3. Industry and business. Business entities would have an overview of different orientations and parameters defined study programs, their market orientation and quality. In this way, it is possible to achieve a kind of feedback between higher education institutions and industry.

4. National Employment Service and the Republic Institute for Statistics of focus group would benefit from the access to real data, their organized monitoring and better connections with higher education institutions and businesses (today for example is not possible to generate information on the number of unemployed graduates originated from certain institutions,

5. Government and state institutions (policy makers) can use the defined set of performance to create the legal framework and recommendations for funding or financial models that should be incorporated indicators measuring quality educational process.

6. Finally all other institutions and organizations from western Balkan countries as EU as well could access to developed model and software and use it in order to establish their own systems or to improve an existing ones.

Please describe how the target groups (including participating institutions, stakeholders) will be reached <u>after the project is finished</u>(limit 3000 characters).

During the life time of the project all activities will be supported by the project as planned activities but after the project is finished many activities will still go on as the part of the project sustainability. The project will have high sustainability because the project results will be used by Ministry of education, science and technological development of Republic of Serbia. The project is designed based on the directions stated in National Educational Strategy as well as realization of specific actions defined in the Action Plan. Having in mind that Ministry stated strategic determination to introduce quality indicators for institutions as well as to develop model of financing of higher education based on performances (performance based funding and performance agreement), it is clear that existance of performance measurement, key indicators, model and infomration and communication support is neccessary for all

this activities. So the sustainaibility and communication of project partners will be enforced by government actions. It is important to have in mind that all state universities are the member of the project consortium as well as the representative of privately owned higher educational institutions.

It is very important to ensure sustanability of the project. In order to achieve that goals as well as to provide project results the Standards for accreditation and reacreditation of study programs and institutions will be changed. According to Serbian pollicy of accreliation nad reacreditation there is 12 standards. Standard number 11 cover quality. The goal of the project is to change this standard and introduce the obligation of institutions to have performance measurement, indicators and models for their study programs and institutions. On the other hand National Council for Higher Education will suggest these models (as a project results). So all instittuins in the next period will perform accredidation or reacreditation of their study programs so they will be directed to implement this system. On the other hand the results of the project will be used for development of directives for funding by Ministry of education. The sustainability of the project results on this level is clear because the universities will be directed by governemtn to rank their study programs (in order to present their performances to different target groups: students, employers…) as well as to participate in performance based funding.

Overview of short and long term impact indicators
Please add rows as necessary according to indicators

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Equipment purchased	Students / teaching staff	Number of equipment	Better condition for work
Set of performance indicators for study programs, institutions and HE system as whole	Higher education institutions and system, academic staff, students, stakeholders	Set of performances and key performance indicators	Improvement of set of tools for performance measurement.
Model for profiling and multiranking of study programs and HIE institutions in Serbia	Higher education institutions and system, academic staff, students, stakeholders	Developed models for profiling and multiranking	Development of basis for performance measurement
ICT solution for data acquisition and ranking of study programs and institutions	Higher education institutions and system, academic staff, students, stakeholders	Developed ICT solution (number of users)	Better information for students, academic staff and stakeholders
Changed standards for accreditation of HEIs and study programs	Higher education institutions and system, academic staff, students, stakeholders	Documents in changes standards	Improvement of management and quality of higher educational institutions based on performance measurement
Enhancement of accountability and transparency of the system	Higher education institutions and system, stakeholders	Numer of users of the system for multi ranking	Bette of informing stakeholders; support dialogue and trust
Contribution to the HEI funding system	Higher education institutions and system, academic staff, students, stakeholders,	Contribution to directive for financing	Contribution to better model of financing of higher education. Providing a base for

	Ministry of education science and technological development		performance based funding

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Improvment of qaulity of education by fulfilling tasks defined in National Stratgy of education and National Action Plan	Higher education institutions and system, Ministry of education science and technological development, society at large	According to natinal strategy and action plan (1) set of indicators for monitoring of condition of HE, (2) accreditation standards, (3) model for implementation of indicators	Better position of Serbian higher education
Improvement of performance in core activities of HEIs – higher quality	Higher education institutions and system	Increasement of efficiency (set of measures) Data from Statistical Office of the Republic of Serbia and National Employment Service of Serbia	Highr satisfction of studnets, employers
Increased diversity & differentiation in order to serve a greater variety in needs of students, the labour market and society	Students, the labour market and society	Number of satisfied users (studnets, labour market and sociaty). Data from Statistical Office of the Republic of Serbia and National Employment Service of Serbia	Highr satisfction of studnets, employers
Modernization and improvement of financing of education - University education	Higher education institutions and system, Ministry of education science and technological development, society at large	Developed model of financing with integration of indicators for measurement of quality of education process	Better financial management of Serbian higher educatinal system
Improved economical parameters	Other	Number of sutisfied useers of educatinal system	Higher quality of education in Serbia

G.2. Dissemination and exploitation strategy

Please explain how the dissemination will be organised and how exploitation activities will ensure optimal use of the results within the project's lifetime and after. Explain the roles, responsibilities and target groups(limit 3000 characters).

All dissemination activities will be planed and scheduled in Dissemination plan that will be developed by working group and adopted at project consortium meeting. Dissemination activity will be realized through: Design of dissemination activities (covering realization of media promotions and the development of the web-site) in order to inform students (and other stakeholders) about new multi-dimensional ranking of study programs and institutions ; Realization of meetings with future students and enterprise representatives, Publication and printing material. Other dissemination activities will

cover: (1) Correspondence with other institutions to distribute information and knowledge about the current project. (2) Publishing CDs giving project details and information. (3) Printing and publishing brochures. (4) Holding several meetings and workshops for students, faculties, employees, teachers, specialists in the sectors. (5) Information about project activities that will be printed regularly. (6) The complete project will be disseminated in a report containing the project definition, assessment results, recommendations, and suggestions. (7) Organizing public relations meetings.

The main idea is that all target groups should be affected in the project dissemination plan and with project dissemination activities. The target groups are: students, academic staff at partner intuitions, business entities and organizations in Serbia (at local, regional and national level) as well as the similar target groups at the level of consortium members' countries and countries from the region of the West Balkan Countries.

All partners in the project consortium will have their responsibilities for the dissemination of the project results. Since the project management are organized on the three levels: project consortium board, national (Serbia) and institutional level, each level will have its responsibilities in dissemination of the project results. PCB will have tacks to control all dissemination activities according to dissemination plan at to enable international dissemination at level of EU partners and WBC. At national level NCB will have responsibility for dissemination of project results on the level of Serbia as well as dissemination of results among non academic institutions (industry, business entities, …) and working teams at institutions will have tasks to disseminate results among teaching staff and students as well as partners from industry. All of them will use previously mentioned means.

G.3. Sustainability

Explain how the impact of this project will be sustained beyond its lifetime. Please list the outcomes that you consider sustainable and describe the strategy to ensure their long lasting use beyond the project's life - financially, institutionally and policy level. Also explain how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Describe the strategy foreseen to attract co-funding and other forms of support for the project (limit 2000 characters).

The project has high level of sustainability because it is absed on real neds of educational system in Serbia and potential outcomes are detaliedy described and connected with outcomes from "Action Plan for Implementation of the Strategy for Development of Education in Serbia by 2020" This is reason why the project is supported by Ministry of education, science and technological development of Republic of Serbia. The Government of Republic of Serbia and its Ministry clearly stated that higher education system will be directed toward performance based management as well as performance based funding and performance agreement. The sustainiability will be ensured through changies of accreditation standards. Standard 11 will be changed by introduction of obligation for HES to implement performance measurement system for their study programs and institutons. During the reacreditation and acreditation HES will adopt parformance measurement approach. In the one cycle of reacreditation all institutions will have system implementerd. This fact will ensure that whol educational system is covered.   On the other hand Government has been directing the Universities to rank as well as to provide multi dimensional ranking of their study programs. It is clear that planned project results as well as this project represent the important step in these directions, so it is clear that project results will be widely used as important step in further development and improvement of Serbian higher education system. On the other hand it this situation the higher educational institutions will be directed by government toward implementation and maintenance of the specific system for raking and public presentation of the results of ranking of study programs and institutions.

LOGICAL FRAMEWORK MATRIX – LFM

Wider Objective:	**Indicators of progress:**	**How indicators will be measured:**	
What is the overall broader objective, to which the project will contribute?	*What are the key indicators related to the wider objective?*	*What are the sources of information on these indicators?*	
• Improvement of management, operation and quality of higher education institutions and system in Serbia	• Improvment of qaulity of education by fulfilling tasks defined in National Stratgy of education and National Action Plan • Improvement of performance in core activities of HEIs – higher quality • Modernization and improvement of Financing of Education - University education	• Positive feed back from analysis of studnets' satisfaction, teaching staff satisfaction, and quality indicators of institutions • Positive feedback from job market and employment organizations and services • Contribution to the HEI funding system	
Specific Project Objective/s:	**Indicators of progress:**	**How indicators will be measured:**	**Assumptions & risks:**
What are the specific objectives, which the project shall achieve?	*What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	*What are the sources of information that exist and can be collected? What are the methods required to get this information?*	*What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*
• Definition and implementation of indicators and measures for performance based evaluation of higher education institutions and system as a basis for value based management in Serbian HEIs and system • Structuring and pilot implementation of the system for ranking of institutions and study programs • Introduction of performance measurement in accreditation and reaccreditation of study programs and HEIs	• Set of performances and key performance indicators • Model for profiling and multi-dimensional ranking of study programs and HIE institutions in Serbia • Developed ICT solution • Changed standards for accreditation of HEIs and study programs • Enhancement of accountability and transparency of the system	• Set of tools for performance measurement. • Number of performances and KPIs • Developed models for profiling and multiranking • Number of study programs and istitutions that used multi-dimensional ranking system • Documents in changes standards (number) • Contribution to directive for financing	• Commitoment of project consortium • Received financial resources on time from EU • •Positive accreditation reports from reviewers • Unchaged legislative and rules • Awerness and commitment of stakeholders to cooperate with academic institutions • Support from Ministry of education, science and technlogical development

Outputs (tangible) and Outcomes (intangible):	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
• *Please provide the list of concrete DELIVERABLES - outputs/outcomes (__grouped in Workpackages__), leading to the specific objective/s.:*	*What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*	*What are the sources of information on these indicators?*	*What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?*
PREPARATION: Establishment of infrastructure for the development of system for performance based evaluation	• Various project reports (analysis, needs...)	• Number of mobilities (202)	• Efficient and effective consortium management
1.1 Report on analysis of the needs and priorities society and local economy	• Structure and description of key performance indicators	• Number of workshops and seminars (3+3)	• Timely funding
1.2 Report on Ssudents' and academics' needs and priorities	• Methodology for performance evalaution, profiling and mulitimdimensional ranking	• Number and structure of purchased equipment (according to the list)	• Support of universities and stakeholders
1.3 Improvemed Universities capacity	• Institucionalisation of the project results through regulations	• Number of reports on situation in Serbia (4)	
1.4 Report on analysis of performance based evaluation in EU	• Project promotional materials	• Number of reports about experinces in EU (4)	
DEVELOPMENT: Development of system for performance evaluation, profiling and multi-raking	• Upgrade of University infrastructure	• Number of defined indicators for study programs and institutions (2)	
2.1 Report on key processes and selected fields at HEI in Serbia	• Seminars, meetings, workshops	• Number of presentation and visit of web based ICT system for multi-dimensional ranking of study programs and institutions.	
2.2 Set of KPI at selected fields	• Various project reports (management, quality assurance, dissemination)	• Number of pilot study programs and institutions analysed (6 study programs and 6 institutions)	
2.3 Report on optimization of the set of performance indicators		• Feedback analysis for improvement of the system (1 for study programs and 1 for Faculty per each University in Serbia)	
2.4 Model for profiling and multi-ranking		• Changed accreditation standards (strucure and number of changed documents)	
DEVELOPMENT: Development of ICT for support		• Input for development of directive for financing of HEIs (report 1)	
3.1 ICT solution for data acquisition and multidimensional ranking of study programs and institutions		• Report on netwokring with stakeholders (1)	
3.2 Training, oganization and implementation of the ICT system at national level		• Meetings with stakeholders (18)	
3.3 Presentation of the tools that will		• Management and progress reports (3 PCB and 6 NCB)	

meet needs of students, labour market and society 3.4 Report on pilot testing, verification and validation of the system DEVELOPMENT: Institutionalisation of results and development of basis for value based management 4.1 Report on development and adoption of results at institutional and national level 4.2 Changed accreditation standards 4.3 Developed input to the funding system 4.4 Networked system with stakeholders QUALITY PLAN: Quality planning, control and monitoring 5.1 Established working group for quality assurance 5.2 Report on external quality audit 5.3 Reports on regular quality control and monitoring 5.4 Inter-project coaching activities DISSEMINATION & EXPLOITATION: Dissemination and exploitation of results 6.1 Organized of seminars, meetings and symposia 6.2 Relized promotional activities 6.3 Deveoped project web-site 6.4 Awareness campaign realized MANAGEMENT: Project management 7.1 Reports on daily management 7.2 SC meetings organized 7.3 Prepared reporting and audit		• Number of project web portal visits • Number of trainings (18), events (18), workshops (6) • Reports from presentation meetings, presentations for media and interested groups (3) • Quality control and management reports (2+2) • Midterm and final report (1+1+ • External audits (1 financial and 1 quality)	

control			
Activities: *What are the key activities to be carried out (__grouped in Workpackages__) and in what sequence in order to produce the expected results?* • PREPARATION: Establishment of infrastructure for the development of system for performance based evaluation • 1.1 Analysis of the needs and priorities in Serbian society and local economy • 1.2 Students' and academics' needs and priorities • 1.3 Improvement of Universities capacity • 1.4 Analysis of performance based evaluation in EU • DEVELOPMENT: Development of system for performance evaluation, profiling and multi-raking • 2.1 Definition of the key processes and selected fields • 2.2 Definition of the set of KPI • 2.3 Optimization of the set of performance indicators	**Inputs:** *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?* • Staff costs 356,356.00 EUROS • Total working days 3641 • Travel 60,500.00 and cost of stay 183,600.00 (Total 244 persons;) • Equipment for the realization of the project 218,750.00 EURO • Resources for subcontracting activities 49,300.00 (Resources for external financial and quality audit (1+1); project web site development and maintenance (1); publication of developed teaching material and material for dissemiantion) • Requested budget per Partner: • P1 123,089.00 EURO • P2 91,126.00 EURO • P3 89,801.00 EURO • P4 95,870.00 EURO • P5 60,254.00 EURO • P6 51,884.00 EURO • P7 27,061.00 EURO		**Assumptions, risks and pre-conditions:** *What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?* • Availability and motivation of academic staff members (both accademic and administrative) • Availability and motivation of non-academic representatives • Assistance of foreign professors and experts in realization phase • Good collaboration between project consortium members • Subsistence of documents for all realized activities • •Lows and rules unchanged

• 2.4 Development of the model for profiling and multi-ranking • DEVELOPMENT: Development of ICT for support of stakeholders needs and data presentation • 3.1 Development of ICT solution for data acquisition and multidimensional ranking • 3.2 Training, oganization and implementation of the ICT • 3.3 Presentation of the tools that will meet needs of students, labour market and society • 3.4 Pilot testing, verification and validation of the system • DEVELOPMENT: Institutionalisation of results and development of basis for value based management • 4.1 Development and adoption of performance based evaluation • 4.2 Introduction of performance measurement in accreditation standards • 4.3 Contribution to the HEI funding system • 4.4 Networking developed system with stakeholders • QUALITY PLAN: Quality planning, control and monitoring • 5.1 Establishment of quality assurance work group • 5.2 Providing an external quality audit • 5.3Ensuring regular quality control and monitoring	• P8 15,620.00 EURO • P9 15,620.00 EURO • P10 17,466.00 EURO • P11 18,376.00 EURO • P12 84,742.00 EURO • P12 46,210.00 EURO • P13 64,265.00 EURO • P14 59,310.00 EURO • P15 19,372.00 EURO		

• 5.4 Inter-project coaching activities • DISSEMINATION & EXPLOITATION: Dissemination and exploitation of results • 6.1 Organization of seminars, meetings and symposia • 6.2 Preparation and realisation of promotional activities • 6.3 Maintaining a project web-site • 6.4 Awareness campaign at Universities and other stakeholders • MANAGEMENT: Project management • 7.1 Daily management of project processes • 7.2Organization of regular SC meetings • 7.3 Preparing documentation on reporting			

WORKPLAN

Please use the model provided. Applicants are expected to complete a <u>one-page work plan for each project year</u>.

For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

        Activity carried out in the Programme Country: **=** (E.g. activity in France for two weeks in the first month of the project 2= under M1)

        Activity carried out in the Partner Country (ies):   **X**(E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

WORKPLAN for project year 1

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
1.1	Analysis of the needs and priorities in Serbian society and local economy	11	XX==	XX==	XX==	XX=	XX =	X						
1.2	Students' and academics' needs and priorities	11	XX=	XX=	XX=	XX=	XX=	X						
1.3	Improvement of Universities capacity	19			XX==	XX==	XXXX	XXXX	XXX=	XX=	XX=			
1.4	Analysis of performance based evaluation in EU	16			X==	X==	X===	X===	X===	X==	X=			
2.1	Definition of the key processes and selected fields at HEI in Serbia	8						XX==	XX==	XX==	X=	XX	X	
2.2	Definition of the set of KPI (key performance indicators) at selected fields	10						XX=	XX=	XX=	X=	XX	X	
2.3	Optimization of the set of performance indicators for study programs, institutions and HE system as whole	12							XX==	XX==	XX==	XX==	XX==	XX==
2.4	Development of the model for profiling and multi-ranking of study programs and HIE institutions in Serbia	12							XX==	XX==	XX==	XX==	XX==	XX==
3.1	Development of ICT solution for data acquisition and multidimensional ranking of study programs and institutions	2												XX=

3.2	Training, oganization and implementation of the ICT system at national level													
3.3	Presentation of the tools that will meet needs of students, labour market and society													
3.4	Pilot testing, verification and validation of the system on the selected study programs and institution													
4.1	Development and adoption of performance based evaluation for HEI management at institutional and national level													
4.2	Introduction of performance measurement in accreditation standards													
4.3	Contribution to the HEI funding system													
4.4	Networking developed system with stakeholders													
5.1	Establishment of quality assurance work group	6	X=	XX==	X=		X				X			
5.2	Providing an external quality audit	4				X=	X				X=	X		
5.3	Ensuring regular quality control and monitoring	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
5.4	Inter-project coaching activities	4									X	X=	X=	X
6.1	Organization of seminars, meetings and symposia	7								XX==	X	X=	XX==	X
6.2	Preparation and realisation of promotional activities	5								X	X	X	X	X
6.3	Maintaining a comprehensive and informative project web-site	18	XX=	XXX=	XXX	XX=	X	X	X	X=	X	X	X	X=
6.4	Awareness campaign at Universities and other stakeholders	7								XX==	X	X	X	XX=
7.1	Daily management of project processes	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
7.2	Organization of regular Steering Committee meetings	4	XX==	XX==										
7.3	Preparing documentation on reporting and audit control	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=

WORKPLAN for project year 2

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
1.1	Analysis of the needs and priorities in Serbian society and local economy													
1.2	Students' and academics' needs and priorities													
1.3	Improvement of Universities capacity													
1.4	Analysis of performance based evaluation in EU													
2.1	Definition of the key processes and selected fields at HEI in Serbia													
2.2	Definition of the set of KPI (key performance indicators) at selected fields													
2.3	Optimization of the set of performance indicators for study programs, institutions and HE system as whole	4	XX=	XX=										
2.4	Development of the model for profiling and multi-ranking of study programs and HIE institutions in Serbia	6	XX==	XX==	XX=									
3.1	Development of ICT solution for data acquisition and multidimensional ranking of study programs and institutions	22	X=	X=	XX=	XX=	XX	XX	XX=	XX=	XX=	XX=	XX=	XX=
3.2	Training, oganization and implementation of the ICT system at national level	16		X=	X=	X=	X=	XX=	XX=	X=	X=	XX=	XX=	X=
3.3	Presentation of the tools that will meet needs of students, labour market and society	4							X=	XX=	XX=	XXX	XXX	XXX
3.4	Pilot testing, verification and validation of the system on the selected study programs and institution	10								X=	XX=	XX=	XX=	XX=
4.1	Development and adoption of performance based evaluation for HEI management at institutional and national level													

4.2	Introduction of performance measurement in accreditation standards														
4.3	Contribution to the HEI funding system														
4.4	Networking developed system with stakeholders														
5.1	Establishment of quality assurance work group	6		X	X=				X	X=			X	X=
5.2	Providing an external quality audit	4				X	X=				X	X=		
5.3	Ensuring regular quality control and monitoring	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
5.4	Inter-project coaching activities	4									X	X=	X=	X
6.1	Organization of seminars, meetings and symposia	16	X=	XX=	XX=	X	X	X	X=	XX=	XX=	X	X	X=
6.2	Preparation and realisation of promotional activities	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
6.3	Maintaining a comprehensive and informative project web-site	12	X	X	X	X=	X	X	X	X=	X	X	X	X=
6.4	Awareness campaign at Universities and other stakeholders	16	X=	X=	XX=	XX=	X	X	XX=	XX=	X=	X	X	X
7.1	Daily management of project processes	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
7.2	Organization of regular Steering Committee meetings	4	XX==	XX==										
7.3	Preparing documentation on reporting and audit control	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=

WORKPLAN for project year 3

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Activities													
1.1	Analysis of the needs and priorities in Serbian society and local economy													
1.2	Students' and academics' needs and priorities													
1.3	Improvement of Universities capacity													
1.4	Analysis of performance based evaluation in EU													
2.1	Definition of the key processes and selected fields at HEI in Serbia													
2.2	Definition of the set of KPI (key performance indicators) at selected fields													
2.3	Optimization of the set of performance indicators for study programs, institutions and HE system as whole													
2.4	Development of the model for profiling and multi-ranking of study programs and HIE institutions in Serbia													
3.1	Development of ICT solution for data acquisition and multidimensional ranking of study programs and institutions	7	X=	X=	X=	X=	X	X	X					
3.2	Training, oganization and implementation of the ICT system at national level	8	XX=	XX	XX	X	X	X	X					
3.3	Presentation of the tools that will meet needs of students, labour market and society	18	XX=	XX=	X	X	X	XX=	XX=	XX	XX	X	X	X
3.4	Pilot testing, verification and validation of the system on the selected study programs and institution	21	XX=	XX=	XX=	XX=	XX=	XX=	XX=	XX=	XX=	X=	X=	X
4.1	Development and adoption of performance based evaluation for HEI management at institutional and national level	18	XXX=	XX	XX	XX=	XX	XX X	XX=	XX	XX	X=	X	X

4.2	Introduction of performance measurement in accreditation standards	20	XX=	XX=	XXX=	XXX=	XXX=	XX=	XX=	XX=	X			
4.3	Contribution to the HEI funding system	18		XX=	XX=	XX=	XX=	XX=	XX=	XX=	XX=	XX		
4.4	Networking developed system with stakeholders	12			X	XX	XX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
5.1	Establishment of quality assurance work group	6		X	X=				X	X=			X	X=
5.2	Providing an external quality audit	4				X	X=				X	X=		
5.3	Ensuring regular quality control and monitoring	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
5.4	Inter-project coaching activities	4									X	X=	X=	X
6.1	Organization of seminars, meetings and symposia	16	X=	XX=	X	X	X	XX=	XX=	X	X	X=	XX=	X
6.2	Preparation and realisation of promotional activities	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
6.3	Maintaining a comprehensive and informative project web-site	12	X	X	X=	X=	X	X	X=	X=	X	X	X=	X=
6.4	Awareness campaign at Universities and other stakeholders	16	XX=	XX=	XX=	X	X	XX=	X=	X	X	X	X	X
7.1	Daily management of project processes	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=
7.2	Organization of regular Steering Committee meetings	4									XX==	XX==		
7.3	Preparing documentation on reporting and audit control	12	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=	X=

Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

H.1. Description of work packages, outcomes and activities

Work package type and ref.nr	PREPARATION	1
Title	Establishment of infrastructure for the development of system for performance based evaluation in Serbia	
Related assumptions and risks	Commitment of the project consortium members Receiving grant on the time Commitment of Universities	
Description	Although the performance evaluation is stated as a priority in Serbian action plan, the procedure of definition and development of performances, indicators and models is not easy and differ from country to country in the World and EU as well. Different countries, starting from their perspectives, demands of their industries, business and stakeholders as well as starting from general documents such as European 2020 strategy and the latest modernisation agenda, governance and the modernisation agenda and Funding and the modernisation agenda have been introducing their own performances (according to their goals to improve performance in core activities, to encourage HEIs to strategically position themselves, to align national and institutional policies and activities..). In order to develop the proper system for performance based evaluation it is necessary to provide analysis of needs and priorities of Serbian society and Serbian economy on one hand on the other hand it is important to analyse attitudes, needs and priorities of Serbian students and academics. In number of countries process of analysis took long time in providing discussing and analysis of needs of all stake holders as well as providing information and explanation what the concept represents. It is very important to include different parties such National Employment Bureau, National Statistical Office. In the second step it is necessary to provide improvement of capacities at Serbian Universities to monitor, measure and provide information that be used in process of performance evaluation. On the other hand it is important to provide detailed analysis of existing performance measurement systems for higher education that exist in EU partner countries as well as system in other EU countries. The partners have been selected according to defined profile, University Twente as a leading institution in this filed, University of Rijeka because Croatia recently introduced performance measurement as a basis for funding and Italy as well.	
Tasks	To analyze needs and priorities in Serbian society and local economy To analyze Students' and academics' needs and priorities To Improve of Universities capacity To analyze of performance based evaluation in EU	
Estimated Start Date (dd-mm-yyyy)	15.10.2016.	**Estimated End Date (dd-mm-yyyy)**	01.07.2016.
Lead Organisation	State University of Novi Pazar	
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia,National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of	

	Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia

Deliverables/results/outcomes

<table>
<tr><td rowspan="8">Expected Deliverable/Results/ Outcomes</td><td>Work Package and Outcome ref.nr</td><td colspan="2">1.1.</td></tr>
<tr><td>Title</td><td colspan="2">Analysis of the needs and priorities in Serbian society and local economy</td></tr>
<tr><td rowspan="2">Type</td><td>☐Teaching material
☐Learning material
☐Training material</td><td>☐Event
☒Report
☐Service/Product</td></tr>
<tr><td colspan="2">It is important to provide an analysis of needs, priorities and demands of local economy, and Serbian society in order to provide set of goals that will be connected with performances. Developing indicators regarding the inputs and outputs of higher education institutions in Serbia need to address (most of) the following criteria: national higher education priorities; regional engagement, economical priorities.</td></tr>
<tr><td>Description</td><td colspan="2"></td></tr>
<tr><td>Due date</td><td colspan="2">01.04.2017.</td></tr>
<tr><td>Languages</td><td colspan="2">Serbian, English</td></tr>
<tr><td rowspan="2">Target groups</td><td colspan="3">☒Teaching staff
☐Students
☐Trainees
☐Administrative staff
☐Technical staff
☐Librarians
☒Other</td></tr>
<tr><td colspan="3"><i>Participation of Statistical Office of the Republic of Serbia, National Employment Service of Serbia.</i></td></tr>
<tr><td>Dissemination level</td><td colspan="3">☐Department / Faculty   ☐Local   ☒National
☐Institution   ☐Regional   ☒International</td></tr>
</table>

<table>
<tr><td rowspan="7">Expected Deliverable/Results/ Outcomes</td><td>Work Package and Outcome ref.nr</td><td colspan="2">1.2.</td></tr>
<tr><td>Title</td><td colspan="2">Students' and academics' needs and priorities</td></tr>
<tr><td rowspan="2">Type</td><td>☐Teaching material
☐Learning material
☐Training material</td><td>☐Event
☒Report
☐Service/Product</td></tr>
<tr><td rowspan="2">Description</td><td colspan="2">The demands of students and academic community will be analysed. The dialogue between different parties will be established in order to have complete picture. Developing indicators regarding the inputs and outputs of higher education institutions in Serbia need to address (most of) the following criteria: institutional priorities; quality of teaching and research....</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td>Due date</td><td colspan="2">01.04.2017.</td></tr>
<tr><td>Languages</td><td colspan="2">Serbian, English</td></tr>
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Target groups	☒Teaching staff ☒Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☒International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.3.	
	Title	Improvement of Universities capacity	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☐Report ☒Service/Product
	Description	The equipment and software will be purchased in order to provide improvement of Universities' capacity for performance measurement.	
	Due date	01.07.2017.	
	Languages	Serbian, English	
Target groups	☐Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☐International

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.4.	
	Title	Analysis of performance based evaluation in EU	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☒Report ☐Service/Product
	Description	The analysis of conditions and performance based evaluation in EU partner countries will be provided in order to establish the set of role models for development of Serbian model. On the other hand it is neccesary to establish the internationalization of Serbian solution and possibility of interconection with models that are adopted in EU.	
	Due date	01.07.2017.	

	Languages	English, Serbian
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	

Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☒International

Please copy and paste tables as necessary.

Work package type and ref.nr	**DEVELOPMENT**	**2**
Title	Development of system for performance evaluation, profiling and multi-raking of institutions and study programs in Serbia	
Related assumptions and risks	Commitment of all consortium members;	
Description	After the analysis of the demands and points of views of different stakeholders in Serbia was performed as well as analysis of different systems and models at EU partner countries it is necessary to develop the system for performance evaluation, profiling and ranking of higher education institutions and Serbian educational system as well. It is clear that great diversity of potential indicators exists. On the other hand different systems have great variety in aims and great variety in features. It is important to have quality system in order to serve a greater variety in needs of students, the labour market and society. In order to have such system it is necessary to define set of key processes for selected fields (it is important to identify specifics of field of social sciences, technical sciences…). In addition it is necessary to define set of the core indicators that will be used for performance evaluation, profiling and ranking of institution and study programs in Serbian higher education systems. It is also necessary to optimized selected indicators to provide values, limits and margins for both quantitative and non quantitative indicators. After these steps it is necessary to develop model for profiling and ranking of study program and higher education institutions in Serbia, having in mind variety of needs and set goals of the project. This process need to be done through several iteration, discussions and optimizations of different parameters and indicators in order to get reliable, set of performances and indicators for Serbian HEs and system. EU partners will monitor the process and guide Serbian national team, They will also provide mentoring and advises during the whole process.	
Tasks	To define key processes and selected fields at HEI in Serbia To define set of KPI (key performance indicators) at selected fields To optimize of the set of performance indicators for study programs, institutions and HE system as whole To define model for profiling and ranking of study programs and HIE institutions in Serbia	
Estimated Start Date (dd-mm-yyyy)	01.04.2017.	**Estimated End Date (dd-mm-yyyy)**	01.12.2017.

Lead Organisation	University of Niš
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia

Deliverables/results/outcomes

<table>
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<td rowspan="6">Expected Deliverable/Results/ Outcomes</td>
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<td colspan="2">2.1.</td>
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<tr>
<td>Title</td>
<td colspan="2">Definition of the key processes and selected fields at HEI in Serbia</td>
</tr>
<tr>
<td>Type</td>
<td>☐ Teaching material
☐ Learning material
☐ Training material</td>
<td>☐ Event
☒ Report
☐ Service/Product</td>
</tr>
<tr>
<td>Description</td>
<td colspan="2">It is necessary to analyse the key processes and specifics of selected fields in order to develop comprehensive set of indicators that will enable performance measurement.</td>
</tr>
<tr>
<td>Due date</td>
<td colspan="2">01.09.2017.</td>
</tr>
<tr>
<td>Languages</td>
<td colspan="2">Serbian, English</td>
</tr>
<tr>
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☐Students
☐Trainees
☐Administrative staff
☐Technical staff
☐Librarians
☐Other</td>
</tr>
<tr>
<td colspan="3">If you selected 'Other', please identify these target groups.
(Max. 250 characters)</td>
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<td>Dissemination level</td>
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☐Institution   ☐Regional   ☒International</td>
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<td>Work Package and Outcome ref.nr</td>
<td colspan="2">2.2.</td>
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<tr>
<td>Title</td>
<td colspan="2">Definition of the set of KPI (key performance indicators) at selected fields</td>
</tr>
<tr>
<td>Type</td>
<td>☐ Teaching material
☐ Learning material
☐ Training material</td>
<td>☐ Event
☒ Report
☐ Service/Product</td>
</tr>
<tr>
<td>Description</td>
<td colspan="2">According to results from previous step it is necessary to develop set of indicators for selected fields. In this process analysis from previous work packages will be used as well as defined processes in specific field.</td>
</tr>
<tr>
<td>Due date</td>
<td colspan="2">01.09.2017.</td>
</tr>
<tr>
<td>Languages</td>
<td colspan="2">Serbian, English</td>
</tr>
<tr>
<td>Target groups</td>
<td colspan="3">☒Teaching staff</td>
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		□Students
		□Trainees
		□Administrative staff
		□Technical staff
		□Librarians
		□Other
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	
Dissemination level	□Department / Faculty □Local ☒National	
	□Institution □Regional ☒International	

	Work Package and Outcome ref.nr	2.3.
Expected Deliverable/Results/ Outcomes	Title	Optimization of the set of performance indicators for study programs, institutions and HE system as whole
	Type	□ Teaching material □ Event □ Learning material □ Report □ Training material □ Service/Product
	Description	01.12.2017.
	Due date	It is necessary to provide optimization of the indicators for study programs, institutions and HE, as well as to provide process of tuning of the indicators, definition of limits and scopes as well as to define values and limit for specific indicators. Preliminary sets of meaningful indicators have to be tested against feasibility of data collection and policy acceptance.
	Languages	Serbian, English
Target groups	□Teaching staff □Students □Trainees □Administrative staff □Technical staff □Librarians □Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	
Dissemination level	□Department / Faculty □Local □National	
	□Institution □Regional □International	

	Work Package and Outcome ref.nr	2.4.
Expected Deliverable/Results/ Outcomes	Title	Development of the model for profiling and multi-ranking of study programs and HIE institutions in Serbia
	Type	□ Teaching material □ Event □ Learning material ☒ Report □ Training material □ Service/Product
	Description	Finally system of calculation and evaluation of performances will be developed based on specific indicators, their weight and importance. EU partners will use thier extensive experience with such

		processes in the framework of the development and acceptance of multidimensional rankings.
	Due date	31.12.2017.
	Languages	Serbian, English
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International	

Please copy and paste tables as necessary.

Work package type and ref.nr	**DEVELOPMENT**	**3**
Title	Development of ICT for support of stakeholders needs and data presentation	
Related assumptions and risks	Commitment of all partners;	
Description	The national Action plan also suggests development of ICT support that will provide the environment for performance evaluation and ranking of the study programs and institutions. The goal is to provide information for diverse needs (informed decisions), e.g. choosing study programmes, strategic planning…The basic principles could be stated as a development of multi dimensional system, that will be user driven, and multi level oriented. In addition data need to be accessible by user friendly web tool. The system will be developed to provide comparisons per university profile, dimension, indicator, discipline or used combined criteria. In order to develop and implement system with described features it is necessary to develop system for data acquisition and ranking of study programs. The system will provide users profile for each University and faculty and they will be able to manage their profiles and provide data acquisition. It is also necessary to provide training for implementation of such system as well as to provide presentation of the system for different target groups in order to presents features of the systems, characteristics, dimensions and potential information for different target groups (students, labour market, industry, business). Finally the system will be tested by providing the pilot set of information by one Faculty and study program per University. This will demonstrate capacity of the system and provide dissemination of information and benefits of the system for higher education institutions and system as whole. The pilot implementation will provide potential feed back in order to improve or better set the indicators.	
Tasks	To develop ICT solution for data acquisition and ranking of study programs and institutions To provide training, oganization and implementation of the ICT system at national level To organize presentation of the tools that will meet needs of students, labour	

		market and society To enable pilot testing, verification and validation of the system on the selected study programs and institution		
Estimated Start Date (dd-mm-yyyy)	01.09.2017.		**Estimated End Date (dd-mm-yyyy)**	14.10.2019.
Lead Organisation	University of Novi Sad			
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia			

Deliverables/results/outcomes

	Work Package and Outcome ref.nr	3.1.	
Expected Deliverable/Results/ Outcomes	Title	Development of ICT solution for data acquisition and multidimensional ranking of study programs and institutions	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☐ Report ☒ Service/Product
	Description	The system will be developed as with basic principles could be stated as a development of multi dimensional system, that will be user driven, and multi level oriented. In addition data need to be accessible by user friendly web tool.	
	Due date	01.06.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students ☐Trainees ☒Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*		
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International		

	Work Package and Outcome ref.nr	3.2.	
Expected Deliverable/Results/ Outcomes	Title	Training, oganization and implementation of the ICT system at national level	
	Type	☐ Teaching material ☐ Learning material ☒Training material	☒Event ☐ Report ☐ Service/Product

		The people will be trained for usage of the system at Serbian Universities. It is important to provide knowledge and skills to the people who will be in charge for maintenance of Universities' profiles and study programs' profiles. The manuals for usage of the system will be developed.
	Description	
	Due date	01.06.2019.
	Languages	Serbian, English
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. (Max. 250 characters)	
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☐International	

	Work Package and Outcome ref.nr	3.3.	
Expected Deliverable/Results/ Outcomes	Title	Presentation of the tools that will meet needs of students, labour market and society	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☒ Event ☐ Report ☐ Service/Product
	Description	The tool will be presented to different target groups in order to depict features of the systems, characteristics, dimensions and potential information for different target groups (students, labour market, industry, business).	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☒Students ☐Trainees ☒Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International		

	Work Package and Outcome ref.nr	3.4.
Expected Deliverable/Results/ Outcomes	Title	Pilot testing, verification and validation of the system on the selected study programs and institution

	Type	☐ Teaching material ☒Event ☐ Learning material ☒ Report ☐ Training material ☐ Service/Product
	Description	The Serbian universities will provide information for one faculty and study program (each University) in order to demonstrate system and provide pilot testing of the systems. The results will be used for final tuning of the system and providing the valuable feed back.
	Due date	14.10.2019.
	Languages	Serbian, English
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. (Max. 250 characters)	
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International	

Please copy and paste tables as necessary.

Work package type and ref.nr	**DEVELOPMENT**	**4**
Title	Institutionalisation of results and development of basis for value based management in Serbian HEIs and system	
Related assumptions and risks	Commitment of consortium member; Motivation of stakeholders to participate in specific activities. Commitment of Ministry of education, science, and technological development of Republic of Serbia Dramatic changies in Serbian Strategy of Education, and National Action Plan Dramatic changies in political system of the Serbia	
Description	The final step is development of basis for value based management in Serbian HEIs and system and providing the institutionalisation of the project results through different legal forms. It is important to stay that developed system will present ground and basis for ranking of study programs and institutions as well as providing basis for value based management and funding of HEs based on performances. SO in order to provide specific results of the project the comprehensive set of documents will be developed and proposed to HEs in order to enable performance measurement. On the other hand it is important to direct HEIs and to provide means that institution need to take these set of action. In order to provide that the standards for accreditation and re-accreditation of study programs and institutions will be changed. The standard 11 (Quality) will be changed will obligation that institutions and study programs have to have system of performance measurement. The set of the documents as software as well will be presented as templates and system that could be used. So in the one cycle of re-accreditation all institutions and study programs will be directed to use performance measurement (based on developed model) in order to get accreditation. That step will cover all Serbian institutions and system as whole. In	

	addition the presented performance measurement system will be used as basis for development of directions for financing of Serbian higher educational systems (This direction will be defined by Serbian Ministry using project results in order to develop performance based funding model and management system for Serbian higher educational system), Finally the complete system will be introduced to other stake holders and parties that have interest (vocational educational system…)
Tasks	To develop and adopt performance based evaluation for HEI management at institutional and national level (Report) To introduce performance measurement in accreditation standards (Report) To make contribution to the HEI funding system (Report) To ensure networking developed system with stakeholders (Other)

Estimated Start Date (dd-mm-yyyy)	01.10.2018.	**Estimated End Date (dd-mm-yyyy)**	14.10.2019.

Lead Organisation	National Council for Higher Education
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	4.1.	
	Title	Development and adoption of performance based evaluation for HEI management at institutional and national level	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	Comprehensive set of directions rules and instructions will be developed and presented to Serbian Universities and faculties. This set of documents will be used by National Universities.	
	Due date	14.10.2019.	
	Languages	Serbian	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☒International

	Work Package and Outcome ref.nr	4.2.	
Expected Deliverable/Results/ Outcomes	Title	Introduction of performance measurement in accreditation standards	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒ Report ☐ Service/Product
	Description	The Serbian accreditation standards will be changed (Standard 11 – Quality), so the performance evaluation will become mandatory for re-accreditation and accreditation of study programs and institutions. This obligation will be connected to developed directives and instructions (in previos activity).	
	Due date	14.10.2019.	
	Languages	Serbian	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*		
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☐International		

	Work Package and Outcome ref.nr	4.3.	
Expected Deliverable/Results/ Outcomes	Title	Contribution to the HEI funding system	
	Type	☐ Teaching material ☐ Learning material ☐ Training material	☐ Event ☒Report ☐ Service/Product
	Description	The project results in performance evaluation of higher educational institutions will be presented to Serbian Ministry and results will be used as ground for development of directive for funding of Serbian higher education (based on performances).	
	Due date	01.08.2019.	
	Languages	Serbian	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*		

Dissemination level	☐Department / Faculty	☐Local	☒National
	☐Institution	☐Regional	☒International

	Work Package and Outcome ref.nr	4.4.	
Expected Deliverable/Results/ Outcomes	Title	Networking developed system with stakeholders	
	Type	☐ Teaching material	☒Event
		☐ Learning material	☐ Report
		☐ Training material	☐ Service/Product
	Description	The presented system will be networked and presented to other stakeholder, vocational colleges, and national employment bureau in order to establish integrated environment.	
	Due date	14.10.2019.	
	Languages	Serbian	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☐International

Please copy and paste tables as necessary.

Work package type and ref.nr	QUALITY PLAN	5
Title	**Quality planning, control and monitoring**	
Related assumptions and risks	Commitment of consortium members	
Description	Quality control and monitoring of project activities and results will be performed continuously throughout the whole duration of the project and evaluated at several levels. At the highest level, the quality of all phases and activities of this project will be monitored and supervised by the PCB, which will consist of all the partners in the project. On the other levels NPCT will perform quality control and monitoring. To assure quality control and monitoring, the creation of written documents about every project activity will be performed in accordance with the best practice and quality planning, designed according to ISO 9001:2008. Using selected quality control and monitoring techniques and tools we will monitor and control: 1) Processes and activities during the project realization, and after, as a part of project sustainability 2) Quality of deliverables 3) Stakeholders and users satisfaction of developed project results	

	4) Quality of management and quality of financial management. Quality assurance, control, monitoring and management are essential for a high quality of project deliverables. All deliverables will be evaluated, their quality tracked and monitored and improved if it is necessary. Yearly evaluations by EU personnel, will be used to assess project achievements, and highlight possible areas of modification within the project framework. Besides that, quality-review and evaluations will be performed twice a year by NPCT. Quality assurance, control and monitoring will be performed by all participants in the project consortium and at all levels. A special working group will create, implement, monitor and evaluate project quality policy from all aspects. This body will develop a time schedule for each activity with a definition of dead-lines – dates when the activity milestones will be checked. Activity monitoring will include regular reporting and evaluation. The quality system has to ensure transparency and traceability.
Tasks	To establish quality assurance work group To provide an external quality audit To ensure regular quality control and monitoring To enable Inter-project coaching activities

Estimated Start Date (dd-mm-yyyy)	14.10.2016.	**Estimated End Date (dd-mm-yyyy)**	14.10.2019.
Lead Organisation	Universityof Kragujeva		
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia		

Deliverables/results/outcomes

	Work Package and Outcome ref.nr	5.1.	
Expected Deliverable/Results/ Outcomes	Title	Establishment of quality assurance work group	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	Expected result is establishment of quality assurance team that will be in charge for the quality of project outcomes, project management and all other important aspects of this project.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		

	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☒International

	Work Package and Outcome ref.nr	5.2.	
Expected Deliverable/Results/ Outcomes	Title	Providing an external quality audit	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☒Report ☐Service/Product
	Description	In order to provide full quality of the project results the external quality audit will be performed.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☒International

	Work Package and Outcome ref.nr	5.3.	
Expected Deliverable/Results/ Outcomes	Title	Ensuring regular quality control and monitoring	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☒Report ☐Service/Product
	Description	All project activities will be monitored as well as project outcomes, financial management and management as well. Necessary reports will be developed according to the developed quality plan.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		

Dissemination level	☐Department / Faculty	☐Local	☒National
	☐Institution	☐Regional	☒International

	Work Package and Outcome ref.nr	5.4.	
Expected Deliverable/Results/ Outcomes	Title	Inter-project coaching activities	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	In order to provide full utilisation and project results as well as to increase quality of the project activities the inter project coaching activities will be performed in order to increase quality of the project outcomes.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☒Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. (Max. 250 characters)		
Dissemination level	☐Department / Faculty ☐Institution	☐Local ☐Regional	☒National ☐International

Please copy and paste tables as necessary.

Work package type and ref.nr	**DISSEMINATION & EXPLOITATION**	**6**
Title	Dissemination and exploitation of results	
Related assumptions and risks	Commitment of the project consortium members Awareness of students, stakeholders	
Description	Dissemination activity will be realized through: • Design of dissemination activities (covering realization of media promotions and the development of the web-site) in order to inform students about new study programs, • Realization of meetings with representatives of academic community and other stakeholders, • Publication and printing material. The final form and contents of outputs, target users and project stakeholders, strengths and weaknesses, as opportunities and threats for dissemination activities, resources and priorities for dissemination will be defined in the first phase. On the basis of this investigation of each partner, the project coordinator will make study of dissemination as of the project results. Contents for the web-site will prepare all consortium members. All information about project realization will be published on the project web site. In addition, all information will be published on web sites (including teaching materials,	

	handouts).
	Realization of media promotion will be planned through the media in order to promote project results within an environment.
	Other dissemination activities will cover: (1) Correspondence with other universities to distribute information and knowledge about the current project. (2) Publishing CDs giving project details and information. (3) Printing and publishing brochures. (4) Holding several meetings and workshops for students, faculties, employees, teachers, University management, specialists in the sectors. (5) Information about project activities that will be printed regularly. (6) The complete project will be disseminated in a report containing the project definition, assessment results, recommendations, and suggestions. (7) Organizing public relations meetings.
	Exploitation activity is performed by all national consortium members through:
	- review of starting and planning of new sustainability action,
	- taking care of sustainability factors at the project level (continuously reviewing the fulfilling of the needs of industry and public service companies, involvement of consortium members , securing on time, adequate resources for continuation (human, financial, ….)
	- taking care of sustainability factors at the context level (academic / university support, support from national authorities, support from socio-economic factors, such as enterprise association, local public administrations, etc.)
	Academic sustainability will be provided through changes in accreditation standards, and development of contribution to the development of regulations that will be used for financing of HE system.
Tasks	To organize seminars, meetings and symposia To prepare and organize promotional activities To maintaine a comprehensive and informative project web-site To organize awareness campaign at Universities and other stakeholders
Estimated Start Date (dd-mm-yyyy)	15.10.2016.

Estimated Start Date (dd-mm-yyyy)	15.10.2016.	**Estimated End Date (dd-mm-yyyy)**	14.10.2019.
Lead Organisation	Ministry of education, science and technological development, Republic of Serbia		
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia		

Deliverables/results/outcomes

	Work Package and Outcome ref.nr	6.1.	
Expected Deliverable/Results/ Outcomes	Title	Organization of seminars, meetings and symposia	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	Organization of meetings with non-academic representatives will contribute to dissemination of project results and promotion of new concept of performance measurement.	

	Due date	14.10.2019.
	Languages	Serbian, English
Target groups	☒Teaching staff ☒Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	

Dissemination level	☐Department / Faculty	☐Local	☒National
	☐Institution	☐Regional	☒International

	Work Package and Outcome ref.nr	6.2.	
Expected Deliverable/Results/ Outcomes	Title	Preparation and realisation of promotional activities	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	Promotional activities will be directed toward potential students, enterprises and academic community as well. Number of promotional activities will be taken as well as promote material will be published.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☒Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*		

Dissemination level	☐Department / Faculty	☐Local	☒National
	☐Institution	☐Regional	☐International

	Work Package and Outcome ref.nr	6.3.	
Expected Deliverable/Results/ Outcomes	Title	Maintaining a comprehensive and informative project web-site	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☐Report ☒Service/Product
	Description	Project web site will present all information about projects, tasks and achievements. Web portal will used for document management for the project consortium as well.	
	Due date	14.10.2019.	

	Languages	Serbian, English
Target groups	☒Teaching staff ☒Students ☐Trainees ☒Administrative staff ☒Technical staff ☐Librarians ☐Other	
	If you selected 'Other', please identify these target groups. (Max. 250 characters)	
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International		

	Work Package and Outcome ref.nr		6.4.
Expected Deliverable/Results/ Outcomes	Title	Awareness campaign at Universities and other stakeholders	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	The performance measurement, indicators and rankings have large importance for all HEs. On the other hand it is important to provide proper introduction of the new concept. In EU countries different forms of discussions and awareness campaign lasted for years before the formal introduction of the system.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☒Students ☐Trainees ☐Administrative staff ☐Technical staff ☐Librarians ☐Other		
	Employers and differnt national institution will be included.		
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International		

Please copy and paste tables as necessary.

Work package type and ref.nr	**MANAGEMENT**	**7**
Title	Project management	
Related assumptions and risks	Commitment of project consortium member Proper financing from EU	
Description	Project management will be focused on how the project is progressing in terms of expenditure, use of resources, implementation of activities, delivery of results and the management of risks. In order to achieve the defined goals of the	

project, the project team will systematically collect, analyze and use relevant information about project progress. Regular reviews will provide an opportunity to reflect on progress, agree on the content of progress reports and the follow-up action required. Intensive communication is a critical factor in efficient and effective leadership.

The project management structure will be defined and organized on 2 separate levels with intensive and defined connections and interfaces between these two levels in order to achieve proper project management.

The major decision-making body of the project is the Project Coordination Board (PCB). Project management will be focused on how the project is progressing in terms of expenditure, use of resources, implementation of activities, delivery of results and the management of risks.

The PCB and National Project Coordination Team (NPCT) will make organizational and operational decisions. NPCT will coordinate day-to-day management with Local Managers (LM). In that way it will be possible to achieve an appropriate balance between delegation of responsibilities and maintaining overall control of project staff performance. It is obvious that the management of the project will have a matrix organizational structure appropriate for effective and efficient management.

Additionally, since potential users of project results are numerous and diverse, project relevance depends on good risk management. Therefore, it will be important to monitor the external environment to identify whether or not the assumptions are likely to be true, what new risks may be emerging during project implementation and to take action to manage or mitigate these risks, where possible.

Tasks	To organize regular Steering Committee meetings To ensure daily management of project processes To prepare documentation on reporting and audit control
Estimated Start Date (dd-mm-yyyy)	15.10.2016.
Estimated End Date (dd-mm-yyyy)	14.10.2019.
Lead Organisation	University of Belgrade
Participating Organisation	University of Belgrade, University of Novi Sad, University of Niš , Universityof Kragujevac, State University of Novi Pazar, Singidunum University, National Council for Higher Education, Statistical Office of the Republic of Serbia, National Employment Service of Serbia,Conference of academies for applied studies in Serbia, Center for the Promotion of Science, University of Twente, University of Rijeka, Politecnico di Torino, Universitat Politècnica de València, Ministry of education, science and technological development, Republic of Serbia

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	7.1.
	Title	Daily management of project processes
	Type	☐Teaching material ☒Event ☐Learning material ☒Report ☐Training material ☐Service/Product
	Description	Every day activities will be subject to the project management. The lead organization in each working package will be in the charge for the specific set of activities. The reports will be developed about project progress.
	Due date	14.10.2019.

	Languages	Serbian, English
Target groups	☒Teaching staff ☐Students ☐Trainees ☒Administrative staff ☐Technical staff ☐Librarians ☒Other	
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*	
Dissemination level	☐Department / Faculty　　☐Local　　　　☒National ☐Institution　　　　　　　☐Regional　　　☒International	

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr		7.2.
	Title	Organization of regular Steering Committee meetings	
	Type	☐Teaching material ☐Learning material ☐Training material	☒Event ☐Report ☐Service/Product
	Description	Project consortium meetings will be organized starting from the kick of meeting on the very beginning of the project up to final meeting. The main issues will be addressed during these meetings.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students ☐Trainees ☒Administrative staff ☐Technical staff ☐Librarians ☒Other		
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*		
Dissemination level	☐Department / Faculty　　☐Local　　　　☒National ☐Institution　　　　　　　☐Regional　　　☒International		

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr		7.3.
	Title	Preparing documentation on reporting and audit control	
	Type	☐Teaching material ☐Learning material ☐Training material	☐Event ☒Report ☐Service/Product
	Description	The project will be subject to an external financial control. Organizational and financial project management activities are very important for the project success.	
	Due date	14.10.2019.	
	Languages	Serbian, English	
Target groups	☒Teaching staff ☐Students		

	☐Trainees ☒Administrative staff ☐Technical staff ☐Librarians ☒Other
	If you selected 'Other', please identify these target groups. *(Max. 250 characters)*
Dissemination level	☐Department / Faculty ☐Local ☒National ☐Institution ☐Regional ☒International

Please copy and paste tables as necessary.

H.2. Explanation of work package expenditures

Please explain what costs will be associated to each work package and covered by lump sums, flat rates, unit costs, and real costs. Provide information on the travels necessary to complete the workpackage. Detailed information on each travel must be indicated in the Budget Excel table. If purchase of equipment is required, explain how the respective equipment addresses the needs identified in the project. Remember that the specification of each item, including the partner country university/ies at which equipment will be installed, must be detailed in the Budget Excel table. If any subcontracting is considered necessary for the implementation of the project, please explain why the task cannot be performed by the consortium members themselves (limit 3000 characters).

WP1 PREP 1 Establishment of infrastructure for the development of system for performance based evaluation in Serbia(Staff cost: 50,209.00; Travel and cost of stay: 33,465.00; Subcontrsacting: 17,250.00; Equipment: 218,750.00). Travel in this package will be associated with development of reports as well as providing analysis at EU parters countries and Serbia.
WP2 DEV1 Development of system for profiling and raking of institutions and study programs in Serbia (Staff cost: 70,299.00; Travel and cost of stay: 53,055.00; Subcontrsacting:0) Travel will be in the function of training of Serbian working groups and preparation and development of the KPI and models. Training and other activities will take places both at EU countries and RS. Academic staaff trained in EU contry will procide training for their peers in RS.
WP3 DEV2 Development of ICT for support of stakeholders needs and data presentation (Staff cost: 78,533.00 Travel and cost of stay: 57,735.00; Subcontrsacting: 5,000.00). Travel will be in the function of development of web absed system as well as realization of pilot projects.
WP4 DEV 3 Development of basis for value based management in Serbian HEIs and system (Staff cost: 72,547.00; Travel and cost of stay: 10,480.00; Subcontrsacting: 2,500.00). Travel will be associated with the visits of EU partners in the phase of institucionalization of the project results.
WP5 - QUALITY PLAN Quality control and monitoring (Staff cost: 12,755.00; Travel and cost of stay: 17,840.00; Subcontrsacting: 3,800.00;). Travel in this WP is associated with work of quality assurance work group as well as control activities by EU partner.
WP6 - DISSEMINATION & EXPLOITATION Dissemination and exploitation of results (Staff cost: 27,731.00; Travel and cost of stay: 13,380.00; Subcontrsacting: 32,710.0;). Travel in this WP will be connected to dissemination activities.
WP7 - MANAGEMENT Project management (Staff cost: 34,282,00; Travel and cost of stay: 58,145.00; Subcontrsacting: 9,600.00) Travel in this WP will be associated with participation in PCB and NCB meetings.
Equipment is planned in order to improve infrastrcuture for realization of project and to provide infrastructure for realization of multi-dimensional ranking systems. One part of the equipment will be used for project management and office.
Subcontracting is planned for activities that not could be carried out by members of consortium member. On the first place subcontracting is planned for an external financial audit as well as for external quality audit.
On the second place subcontracting is planned to cover fees for preparating and printing differnt reports, and promotional material.Finally subcontracting is planned for development and maintenance of project web site during the realization of project activity as well as printing of dissemination material.

*If your project involves a***Special Mobility Strand***, pleaseexplain what support will be required under each budget heading in order to cover organisational costs (such as special needs, exceptional, non-online linguistic support, etc.)* (limit 2000 characters).

H.3 Consortium partners involved and resources required to complete the work package

Indicative input of consortium staff - *The total number of days per staff category should correspond with the information provided in the budget tables.*

Work Package Ref.nr	Partner nr	Partner acronym	Country	Number of staff days[1]					Role and tasks in the work package
				Category 1	Category 2	Category 3	Category 4	Total	
PREPARATION	1	UBG	RS	0.0	52.0	0.0	0.0	52.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	2	UNS	RS	0.0	46.0	0.0	0.0	46.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	3	UNI	RS	0.0	49.0	0.0	0.0	49.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	4	UKG	RS	0.0	33.0	2.0	2.0	37.0	Participation in analysis of the needs and

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[1]*Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.*

								priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	5	SUNP	RS	0.0	24.0	2.0	2.0	28.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	6	SUB	RS	0.0	22.0	2.0	2.0	26.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students. Participation in improvement of Universities capacities through purchasing equipment. Gathering experience from EU partners.
	7	NCHE	RS	0.0	22.0	2.0	2.0	26.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students.
	8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students.
	9	NES	RS	0.0	0.0	0.0	0.0	0.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students.
	10	CAASS	RS	0.0	14.0	2.0	1.0	17.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students.
	11	CPN	RS	0.0	14.0	2.0	1.0	17.0	Participation in analysis of the needs and priorities in Serbian society, economy, academic staff and students.

	12	UT	NL	0.0	34.0	4.0	2.0	40.0	Providing analysis of performance measurement in EU countries. Providing mentorship and monitoring of activities of RS partners.
	13	UoR	HR	0.0	41.0	4.0	2.0	47.0	Providing analysis of performance measurement in EU countries. Providing mentorship and monitoring of activities of RS partners.
	14	POLITO	IT	0.0	35.0	4.0	2.0	41.0	Providing analysis of performance measurement in EU countries. Providing mentorship and monitoring of activities of RS partners.
	15	UPV	ES	0.0	35.0	0.0	0.0	35.0	Providing analysis of performance measurement in EU countries. Providing mentorship and monitoring of activities of RS partners.
	16	MEST	RS	0.0	15.0	0.0	0.0	15.0	Providing directions and monitoring activities in order to align them with Serbian National Strategy and Action plan.
SUBTOTAL				0.0	436.0	24.0	16.0	476.0	
DEVELOPMENT	1	UBG	RS	0.0	70.0	10.0	5.0	85.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
	2	UNS	RS	0.0	50.0	10.0	5.0	65.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
	3	UNI	RS	0.0	60.0	10.0	5.0	75.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
	4	UKG	RS	0.0	55.0	2.0	5.0	62.0	Definition of key processes, KPIs, and optimization

								of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
5	SUNP	RS	0.0	33.0	10.0	2.0	45.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
6	SUB	RS	0.0	30.0	10.0	2.0	42.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
7	NCHE	RS	0.0	48.0	10.0	0.0	58.0	Definition of key processes, KPIs, and optimization of KPIs, indicators for study programs, institutions and HE system as well as development of the model for profiling and multidimensional ranking of study programs and HIE institutions.
8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Providing support for academic partners.
9	NES	RS	0.0	0.0	0.0	0.0	0.0	Providing support for academic partners.
10	CAASS	RS	0.0	22.0	0.0	0.0	22.0	Providing experince in order to implement developed system on vocational level.
11	CPN	RS	0.0	22.0	0.0	0.0	22.0	Enabling exchange of information and communication between project consortium and scientific community.
12	UT	NL	0.0	60.0	4.0	2.0	66.0	UT will have leading consulting role in providing their experinace in the filed.
13	UoR	HR	0.0	60.0	5.0	2.0	67.0	Poviding close help on process analysis and decomposition as well as support in other activities.

14	POLITO	IT	0.0	30.0	0.0	2.0	32.0	Provding support in definition of KPIs and its optimisation, as well as support in other activities.
15	UPV	ES	0.0	40.0	0.0	2.0	42.0	Providing support in definition of the model, as well as support in other activities.
16	MEST	RS	0.0	23.0	0.0	0.0	23.0	Providing directions and monitoring activities in order to align them with Serbian National Strategy and Action plan.
1	UBG	RS	0.0	70.0	25.0	5.0	100.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
2	UNS	RS	0.0	82.0	25.0	5.0	112.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
3	UNI	RS	0.0	60.0	25.0	5.0	90.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
4	UKG	RS	0.0	55.0	6.0	5.0	66.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
5	SUNP	RS	0.0	33.0	25.0	1.0	59.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
6	SUB	RS	0.0	30.0	25.0	1.0	56.0	Participation in development of ICT solution (web based, for multidimensional ranking), presentation to stakeholders and pilot resting.
7	NCHE	RS	0.0	40.0	10.0	1.0	51.0	Support for developmet of multidiensional ranking ICT system.
8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Support for developmet of multidiensional ranking ICT system.
9	NES	RS	0.0	0.0	0.0	0.0	0.0	Support for developmet of multidiensional ranking ICT system.
10	CAASS	RS	0.0	22.0	0.0	1.0	23.0	Analysis of results and possibilities of its

								implementation on vocational level. Transfer to vocational level.
11	CPN	RS	0.0	22.0	0.0	0.0	22.0	Analysis of results and providing communication to academic and scientific community.
12	UT	NL	0.0	60.0	6.0	1.0	67.0	Providing mentoring on the whole proces of providing ICT tool.
13	UoR	HR	0.0	70.0	5.0	1.0	76.0	Providing support in development, training and presentation.
14	POLITO	IT	0.0	30.0	0.0	1.0	31.0	Providing support in development, training and presentation.
15	UPV	ES	0.0	48.0	0.0	1.0	49.0	Providing support in development, training and presentation.
16	MEST	RS	0.0	23.0	0.0	0.0	23.0	Providing directions and monitoring activities in order to align them with Serbian National Strategy and Action plan.
1	UBG	RS	0.0	75.0	15.0	5.0	95.0	Institutionalisation of results at University level, participation in changes of accreditation standards, providing input to Ministry of education for development of regulations for funding.
2	UNS	RS	0.0	50.0	15.0	5.0	70.0	Institutionalisation of results at University level, participation in changes of accreditation standards, providing input to Ministry of education for development of regulations for funding.
3	UNI	RS	0.0	62.0	15.0	5.0	82.0	Institutionalisation of results at University level, participation in changes of accreditation standards, providing input to Ministry of education for development of regulations for funding.
4	UKG	RS	0.0	55.0	2.0	5.0	62.0	Institutionalisation of results at University level, participation in changes of accreditation

								standards, providing input to Ministry of education for development of regulations for funding.
5	SUNP	RS	0.0	31.0	15.0	2.0	48.0	Institutionalisation of results at University level, participation in changes of accreditation standards, providing input to Ministry of education for development of regulations for funding.
6	SUB	RS	0.0	29.0	15.0	2.0	46.0	Institutionalisation of results at University level, participation in changes of accreditation standards, providing input to Ministry of education for development of regulations for funding.
7	NCHE	RS	0.0	40.0	10.0	1.0	51.0	Taking leading role in cahnging of accreditation standards as well as participation in other activities.
8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Support other partners.
9	NES	RS	0.0	0.0	0.0	0.0	0.0	Support other partners.
10	CAASS	RS	0.0	22.0	0.0	1.0	23.0	Providing communication with vocational higher education system in order to support changies in accreditation and funding.
11	CPN	RS	0.0	22.0	0.0	0.0	22.0	Providing communication with scientific and academic community.
12	UT	NL	0.0	50.0	10.0	2.0	62.0	Providing mentoring, correction and comprehensive control of all activities in this work package.
13	UoR	HR	0.0	60.0	10.0	2.0	72.0	Providing support and mentoring in the process of changies of accreditation standards. providing experiances from Croatia changies of funding system. Participation in all other activities.
14	POLITO	IT	0.0	22.0	0.0	2.0	24.0	Providing support and mentoring the process of networking with stakeholders as well as

								participation in all other activities.
	15	UPV	ES	0.0	60.0	10.0	2.0	72.0	Providing leading role in creating suggestion and contribution in the field of funding for Serbian Ministry. Participation in all other activities.
	16	MEST	RS	0.0	23.0	0.0	0.0	23.0	Providing directions and monitoring activities in order to align them with Serbian National Strategy and Action plan. Usage of project results as a contribution to development of model for financing.
			SUBTOTAL	0.0	1,849.0	340.0	94.0	2,283.0	
QUALITY PLAN	1	UBG	RS	0.0	17.0	2.0	0.0	19.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	2	UNS	RS	0.0	8.0	2.0	0.0	10.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	3	UNI	RS	0.0	8.0	2.0	0.0	10.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	4	UKG	RS	0.0	12.0	2.0	0.0	14.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	5	SUNP	RS	0.0	5.0	1.0	0.0	6.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	6	SUB	RS	0.0	5.0	1.0	0.0	6.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	7	NCHE	RS	0.0	9.0	1.0	0.0	10.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Participation in Quality Assurance Team;

	9	NES	RS	0.0	0.0	0.0	0.0	0.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	10	CAASS	RS	0.0	3.0	1.0	0.0	4.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	11	CPN	RS	0.0	3.0	1.0	0.0	4.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	12	UT	NL	0.0	8.0	1.0	0.0	9.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	13	UoR	HR	0.0	9.0	1.0	0.0	10.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	14	POLITO	IT	0.0	8.0	1.0	0.0	9.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	15	UPV	ES	0.0	7.0	1.0	0.0	8.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
	16	MEST	RS	0.0	8.0	0.0	0.0	8.0	Participation in Quality Assurance Team; Participation in all project quality control and monitoring activities.
SUBTOTAL				0.0	110.0	17.0	0.0	127.0	
DISSEMINATION & EXPLOITATION	1	UBG	RS	0.0	33.0	5.0	0.0	38.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
	2	UNS	RS	0.0	24.0	3.0	0.0	27.0	Organization of seminars, meetings and symposia,

The first row at the top reads: "Participation in all project quality control and monitoring activities."

								participation in promotional activities, awareness campaign and providing inputs for project web site.
3	UNI	RS	0.0	24.0	3.0	0.0	27.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
4	UKG	RS	0.0	24.0	3.0	0.0	27.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site. This partner is resposnible for subcontracting of design of web site.
5	SUNP	RS	0.0	11.0	3.0	0.0	14.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
6	SUB	RS	0.0	11.0	3.0	0.0	14.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
7	NCHE	RS	0.0	18.0	2.0	0.0	20.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
9	NES	RS	0.0	0.0	0.0	0.0	0.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
10	CAASS	RS	0.0	7.0	2.0	0.0	9.0	Organization of seminars, meetings and symposia,

	No	Partner	Country						Description
									participation in promotional activities, awareness campaign and providing inputs for project web site.
	11	CPN	RS	0.0	7.0	2.0	0.0	9.0	Organization of seminars, meetings and symposia, participation in promotional activities, awareness campaign and providing inputs for project web site.
	12	UT	NL	0.0	16.0	5.0	0.0	21.0	Participation in dissemination activities. Providing the mentorship, direct and monitor of dissemination activities.
	13	UoR	HR	0.0	20.0	5.0	0.0	25.0	Participation in dissemination activities. Providing the mentorship, direct and monitor of dissemination activities.
	14	POLITO	IT	0.0	16.0	3.0	0.0	19.0	Participation in dissemination activities. Providing the mentorship, direct and monitor of dissemination activities.
	15	UPV	ES	0.0	16.0	3.0	0.0	19.0	Participation in dissemination activities. Providing the mentorship, direct and monitor of dissemination activities.
	16	MEST	RS	0.0	7.0	0.0	0.0	7.0	Directing the dissemination according to interests of Serbian government.
SUBTOTAL				0.0	234.0	42.0	0.0	276.0	
MANAGEMENT	1	UBG	RS	35.0	0.0	0.0	9.0	44.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	2	UNS	RS	17.0	0.0	0.0	9.0	26.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	3	UNI	RS	17.0	0.0	0.0	9.0	26.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project

								management activities;
4	UKG	RS	17.0	0.0	0.0	9.0	26.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
5	SUNP	RS	9.0	0.0	0.0	9.0	18.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
6	SUB	RS	9.0	0.0	0.0	9.0	18.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
7	NCHE	RS	12.0	0.0	0.0	4.0	16.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
8	SORS	RS	0.0	0.0	0.0	0.0	0.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
9	NES	RS	0.0	0.0	0.0	0.0	0.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
10	CAASS	RS	7.0	0.0	0.0	2.0	9.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
11	CPN	RS	7.0	0.0	0.0	2.0	9.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project

								management activities;
	12	UT	NL	16.0	0.0	0.0	8.0	24.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	13	UoR	HR	20.0	0.0	0.0	8.0	28.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	14	POLITO	IT	16.0	0.0	0.0	8.0	24.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	15	UPV	ES	14.0	0.0	0.0	8.0	22.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
	16	MEST	RS	9.0	0.0	0.0	0.0	9.0	Participation in PCB and NCB meeting; Participation in Day – to –day coordination activities; Organizational and financial project management activities;
SUBTOTAL				205.0	0.0	0.0	94.0	299.0	
TOTAL				205.0	2,629.0	423.0	204.0	3,461.0	

Please insert rows as necessary

Subcontracting of tasks to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.

Tasks that will be subcontracted:

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Country	Number of days (where appropriate)	Brief description of task
WP1 / Preparation	SORS	RS		Translation Services (50 pages of translation, 15 euro, per page), courses of English langauge (2 courses x 300 euros - 50 classes)
WP1 / Preparation	NES	RS		Translation Services (50 pages of translation, 15 euro, per page), courses of English langauge (2 courses x 300 euros - 50 classes)
WP1 / Preparation	UBG	RS		Translation Services (70 pages of translation, 15 euro, per page)
WP1 / Preparation	UNS	RS		Printing of reports (3 different reports from preparation phase 3 X 50 X 20 euros)
WP1 / Preparation	UNI	RS		Printing of reports (3 different reports from preparation phase 3 X 50 X 20 euros)
WP1 / Preparation	UKG	RS		Printing of reports (3 different reports from preparation phase 3 X 50 X 20 euros)
WP1 / Preparation	SUNP	RS		Printing of reports (3 different reports from preparation phase 3 X 25 X 20 euros)
Development	UBG	RS		Printing of reports (Usage and promotion of web based multiranking system for students) 1 X 100 X 10
Development	UNS	RS		Printing of reports (Usage and promotion of web based multiranking system for students) 1 X 100 X 10
Development	UNI	RS		Printing of reports (Usage and promotion of web based multiranking system for students) 1 X 100 X 10
Development	UKG	RS		Printing of reports (Usage and promotion of web based multiranking system for students) 1 X 100 X 10
Development	SUNP	RS		Printing of reports (Usage and promotion of web based multiranking system for students) 1 X 100 X 10

Development	NCHE	RS		Printing report (Changies in accreditation based on performance measurement) 1 X 50 X 20
Development	CAASS	RS		Printing report (Implementation of performance measurement at vocational colleges) 1 X 50 X 15
Development	CPN	RS		Printing report (Implementation of performance measurement at Universities) 1 X 50 X 15
Dissemination and Exploitation	UBG	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitation	UNS	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitation	UNI	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitation	SUNP	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitation	SUB	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitation	UKG	RS		Printing promotion materials for awareness campaign (roll up 200 euro, posters 100x 3 euros, flyers 200 euros (1500 p.), paper bags 400x 0.5 euro, pens 400x0,5 euro, desk calendars 400x1,2 euro, notepad 400x0,5 euro, planers 100x2), Printing materials for seminars and meetings (paper bags 300x 0.5 euro, pens 300x0,5 euro, notepad 300x0,5 euro, booklets 300 x 3 euro), Printing learning materials (script/textbook 150x10 euros)
Dissemination and Exploitati	UKG	RS		Development and maintenance of project web site (development of web site 2400 Euro, and maintenance per year 720 euros per year),

on				
Dissemination and Exploitation	CPN	RS		Printing promotion materials for awareness campaign
Quality plan	UKG	RS		External quality audit (The externat quality audit will be provided to ensure quality of outcomes and results)
Management	UBG	RS		External financial audit (The external financial audit will be provided by idependent financial review organization)

Please insert rows as necessary.

PART I – Special Mobility Strand
Applies *ONLY to cooperation projects with partner countries from REGIONS 1, 2 and 3*

Projects may organise mobility activities of students, researchers and staff so far as they support/complement the other activities of the **Capacity Building** project and bring added value in the realisation of the project's objectives. Mobility activities do not constitute the main activities for Capacity Building.

I.1. Relevance of mobility activities

Please describe what kind of mobility activities are foreseen in the Special Mobility Strand, what are their objectives and expected results. Explain how the mobility activities of students, researchers and staff support/complement the other activities of the Capacity Building and bring added value in the realisation of the project's objectives (limit 3000 characters).

I.2. Identification and selection of the participants

Please describe the procedures set up for identification and selection of participants for the mobility activity (limit 1000 characters).

I.3. Preparation and support

Please describe the structure for preparation of the participants for the mobility activity, including specific training or course, linguistic preparation etc. Please explain the support provided in terms of accommodation, insurances, etc. Please explain the quality measures set up in the sending and receiving organisations for monitoring the mobility activity and measures to be taken if the results foreseen are not met (limit 2000 characters).

I.4. Involvement of people with fewer opportunities

Does your project involve people with fewer opportunities? ☐YES ☐NO

IF YES, how many participants coming from which countries and organisations would fall under this category? Specify the type of situation of fewer opportunities these participants are facing (limit 2000 characters).

Please explain the nature of the support required and how it will be addressed, so that these persons can fully engage in the foreseen activities (limit 1000 characters).

I.5. Recognition and validation of learning outcomes

Please explain how the project intends to recognise and validate the teaching and/or learning outcomes of the participants (limit 1000 characters).

PART J - OTHER EU GRANTS

Please list the **projects** for which the organisationsinvolved in this application have received financial support from EU programmes.

Programme or initiative	Reference number	Beneficiary Organisation	Title of the Project
TEMPUS	516729	University of Kragujevac	Development and Improvement of Automotive and Urban Engineering Studies in Serbia (DIAUSS)
TEMPUS	517119	University of Belgrade	Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)
TEMPUS	516851	University of Niš	Equal Access for All: Strengthening the Social Dimension for a Stronger European Higher Education Area (EQUIED)
TEMPUS	516762	University of Novi Sad	Harmonization and Modernization of the Curriculum for Primary Teacher Education (HAMOC)
TEMPUS	517153	Universitat Bielefeld	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement (CONGRAD)
TEMPUS	517319	Roehampton University	Developing Human Rights Education at the Heart of Higher Education (DHREHHE)
TEMPUS	517098	University of Belgrade	Introducing Interdisciplinarity in Music Studies in Western Balkans in line with European Perspective (InMuSWB)
TEMPUS	517097	University of Sarajevo	Quality in Research (QiR)
TEMPUS	530810	University of Novi Sad	Development and implementation of courses for theatre technicians and stage managers (ScenTec)
TEMPUS	530155	Tallinn University	Interdisciplinary Curricula in Computing to Meet Labor Market Needs (INCOMING)
TEMPUS	530213	University of Kragujevac	Modernization of WBC universities through strengthening of structures and services for vocational education and training, research and innovation (WBCInno)
TEMPUS	530394	Eszterházy Károly College	Visuality & Mathematics: Experential Education of Mathematics through Visual Arts, Sciences and Playful Activities (VisMath)
TEMPUS	530510-2012	University of Belgrade	Assisting humans with special needs: curriculum for Human-Tool Interaction Network (HUTON)
TEMPUS	530550-2012	University of Belgrade	Towards a more sustainable and equitable financing of higher education in Serbia, Bosnia and

			Herzegovina and Montenegro (FINHED)
TEMPUS	530554	Slovak University of Technology in Bratislava	Network for education and training for public environmental laboratories (NETREL)
TEMPUS	530577	University of Niš	Improvement of product development studies in Serbia and Bosnia and Herzegovina (IPROD)
TEMPUS	543667	University of Kragujevac	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration (NERELA)
TEMPUS	543848	University of Kragujevac	Master in Educational Leadership (EdLead)
TEMPUS	544006	University of Niš	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area (FUSE)
TEMPUS	544072	University of Belgrade	Building capacity of Serbian Agricultural Education to link with Society (CaSa)
TEMPUS	544093	Conference of Universities in Serbia	Restructuring of doctoral studies in Serbia (RODOS)
TEMPUS	544108	University of Art in Belgrade	Development of higher education and society by creating a collaborative environment in the field of arts and media through regional student partnership in production of audio/video content (StudAVP)
TEMPUS	544270	University of Belgrade	Serbia: Striving towards excellence in Veterinary Education (EDUVET)
TEMPUS	544278	University of Novi Sad	Mastering innovation in Serbia through development and implementation of interdisciplinary post-graduate curricula in innovation management (MAIN)
TEMPUS	544362	Foro Italico University of Rome	Sport Professions - Education, Employment, Development in the Balkan Region (SPEED)
TEMPUS	544373	University of Novi Sad	Fostering students' entrepreneurship and open innovation in university-industry collaboration (iDEA Lab)
TEMPUS	544538	University of Novi Sad	Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)
TEMPUS	544246	University of Niš	Strengthening Higher Education for Social Policy making and Social Services delivery (SHESPSS)
FP7	289481	University of Novi Sad	Low-cost and energy-efficient LTCC sensor/IR-UWB transceiver solutions for sustainable healthy environment (SENSEIVER)
FP7	265176	University of Novi Sad	Balkan GEO Network – Towards Inclusion of Balkan Countries into

			Global Earth Observation Initiatives (BalkanGEONet)
FP7	603805	The National Institute for Research and Development of Marine Geology and Geoecology	DANube macroregion: Capacity building and Excellence in River Systems (basin, delta and sea) DANCERS
FP7	603500	University of Geneva	Earth Observation for Economic Empowerment (EOPower)
FP7	609497	Centre for social innovation, Wien	Danube-INCO.Net
CIP	CIP-EIP-GEN	Asociacion de EMpresarios Jovenes de Valencia	Erasmus for Young Entrepreneurs PRACTYSE II
CIP	EEN/SPA/12/ECO/333009	University of Novi Sad	Danube PIE
IPA	HUSRB/1002/211/043	University of Novi Sad	Complex Cross-Border Knowledge Transfer Activities for Innovation Management (COMPLEXIM)
IPA	HUSRB/1002/211/047	Regional Innovation Agency of South Great Plain Association of Public Utility, Hungary	Computer Industry Competency Based Cross-Border Business Building (CompComp)
LLP	539461	"Angel Kanchev" University of Ruse	Future Education and Training in Computing: How to support learning at any time anywhere (FETCH)
LLP	542630	University of Novi Sad	Regionalising Europe: Regional Development as a Modality of European Integration
COST Action TU1403:	COST 060/14	Technical University of Denmark	Adaptive Facades Network
TEMPUS	516891	University of Heidelberg	Embedding Quality Assurance in Doctoral Education (EQADE)
TEMPUS	517153	Bielefeld University	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement (CONGRAD)
TEMPUS	530696	Catholic University College	Benchmarking as a tool for improvement of higher education institution performance (BIHTEK)
TEMPUS	530810	University of Novi Sad	Development and Implementation of Courses for Theatre Technicians and Stage Managers (ScenTech)
TEMPUS	530730	University of Belgrade	Development of Policy-Oriented Training Programmes in the Context of the European Integration (DEPOCEI)
TEMPUS	530379	Riga Technical University	Development of Training Network for Improving Education in Energy Efficiency (ENERGY)
TEMPUS	544482	University of Basilicata	Blending academic and entrepreneurial knowledge in technology enhanced learning (BEAKTEL)

TEMPUS	510993	University of Tirana	Regional Joint Doctoral Programme in Entrepreneurship and SME Management for Western Balkan Countries (DOCSMES)
TEMPUS	543898	Autonomous University of Barcelona	Development of Sustainable Interrelations between Education, Research and Innovation at WBC Universities in Nanotechnologies and Advanced Materials where Innovation Means Business (WIMB)
ERASMUS+ KA2	561655	University of Kragujevac	Institutional framework for development of the third mission of universities in Serbia
ERASMUS+ KA2	561902	KUNGLIGA TEKNISKA HOEGSKOLAN	Modernising geodesy education in Western Balkan with focus on competences and learning outcomes
Erasmus+	561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP	University of Niš	Enhancement of HE Research Potential Contributing to Further Growth of the WB Region (Re@WBC)
Erasmus+	561655-EPP-1-2015-1-RS-EPPKA2-CBHE-SP	University of Niš	Institutional Framework for Development of the Third Mission of Universities in Serbia (IF4TM)
Tempus	544482-TEMPUS-1-2013-1-IT-TEMPUS-JPHES	University of Niš	Blending Academic and Entrepreneurial Knowledge in Technology Enhanced Learning (BAEKTEL)
Tempus	543667-TEMPUS-1-2013-1-RS-TEMPUS-JPHES	University of Niš	Building Network of Remote Labs for Strengthening University-Secondary Vocational Schools Collaboration (NeReLa)
Tempus	543898-TEMPUS-1-2013-1-ES-TEMPUS-JPHES	University of Niš	Development of Sustainable Interrelations between Education, Research and Innovation at WBC Universities in Nanotechnologies and Advanced Materials where Innovation Means Business (WIMB)
Tempus	544093-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Niš	Restructuring of Doctoral Studies in Serbia (RODOS)
Tempus	544246-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	University of Niš	Strengthening Higher Education for Social Policy making and Social Services delivery (SHESPSS)
Tempus	SIPUS - 544538-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Niš	Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)
Tempus	544006-TEMPUS-1-2013-1-RS-TEMPUS-SMGR	University of Niš	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area (FUSE)
Erasmus Mundus	ERAWEB+	University of Niš	ERAWEB+
Erasmus Mundus	European Research and Educational Collaboration with Western Balkans	University of Niš	European Research and Educational Collaboration with Western Balkans (EUROWEB)

		(EUROWEB)	
Erasmus Mundus	551984-EM-1-2014-1-ES-ERA MUNDUS-EMA21	University of Niš	Smart and Green Technologies for Innovative and Sustainable Societies in Western Balkans (Green-Tech-WB)
Tempus	530194-TEMPUS-1-2012-1-RS-TEMPUS-JPCR	University of Niš	Energy Efficiency, Renewable Energy Sources and Environmental Impacts - Master Study (ENERESE)
Tempus	530423-TEMPUS-1-2012-1-UK-TEMPUS-JPCR	University of Niš	Studies in Bioengineering and Medical Informatics (BioEMIS)
Tempus	530530-TEMPUS-1-2012-1-SE-TEMPUS-JPHES	University of Niš	Training Courses for Public Services in Sustainable Infrastructure Development in Western Balkans
Tempus	530577-TEMPUS-1-2012-1-RS-TEMPUS-JPCR	University of Niš	Improvement of Product Development Studies in Serbia and Bosnia and Herzegovina (IPROD)
Tempus	516729-TEMPUS-1-2011-1-RS-TEMPUS-JPCR	University of Niš	Development and Improvement of Automotive and Urban Engineering Studies in Serbia (DIAUSS)
Tempus	516762-TEMPUS-1-2011-1-RS-TEMPUS-JPCR	University of Niš	Harmonization and Modernization of the Curriculum for Primary Teacher Education (HAMOC)
Tempus	516851-TEMPUS-1-2011-1-RS-TEMPUS-SMGR	University of Niš	Equal Access for All: Strengthening the Social Dimension for a Stronger European Higher Education Area (EQUI-ED)
Tempus	530194-Tempus-2012-JPCR	State University Of Novi Pazar Koordinator: Prof. Dr Ćemal Dolićanin	Energy efficiency, renewable energy sources and environmental impact
Tempus	516729-TEMPUS-1-2011-1-RS-TEMPUS-JPCR	University of Kragujevac Koordinator: Prof. dr Dušan Gordić	Development and improvement of automotive and urban engineering studies in Serbia
Tempus	516851-TEMPUS-1-2011-1-RS-TEMPUS-SMGR	University of Nis Koordinator: prof. dr Gorana Đorić	Equal access for all: Strengthening the social dimension for a stronger European Higher Education Area
Tempus	517097-TEMPUS-1-2011-1-BA-TEMPUS-JPGR	University of Sarajevo Koordinator: prof. dr Samir Arnautović	Quality in Research
Tempus	511170-TEMPUS-1-2010-1-RS-TEMPUS-JPCR	University of Belgrade Koordinator: prof. dr Vera Rajović	Master programme for Subject Teachers in Serbia

Tempus	511332-TEMPUS-1-2010-1-RS-TEMPUS-SMGR	University of Belgrade Koordinator: prof. dr Ružica Maksimović	Strengthening Student Role in Governance and Management at the Universities of Serbia in line with the Bologna Process
Tempus	511140-TEMPUS-1-2010-1-RS-TEMPUS-JPCR	University of Novi Sad Koordinator: Andreja Tepavčević	Master programme in applied statistics
Tempus	511366-TEMPUS-1-2010-1- RS-TEMPUS-JPCR	University of Belgrade Koordinator: prof. dr Jasmina Nikolić	Reforming Foreign Language Studies in Serbia
Tempus	158926-TEMPUS-1-2009-1-RS-TEMPUS SMGR	University of Novi Sad Koordinator: prof. dr Radmila Marinković Nedučin	Governance and Management in Higher Education in Serbia
Tempus	530510-TEMPUS-2012-1-RS-TEMPUS-JPCR	University of Belgrade Koordinator: prof. dr Aleksandar Sedmak	Assisting humans with special needs: curriculum for HUman-TOol interaction Network
Tempus	544093-2013-SMGR	Leading partner: KONUS	Restructuring of Doctoral Studies in Serbia
Tempus	544006-2013-SMGR	Leading partner: University of Niš	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area
Tempus	544538-2013-SMGR	Leading partner: University of Novi Sad	Strengthening of Internationalisation Policies at Universities in Serbia
Tempus	544072-2013-SMHES	Leading partner: University of Belgrade	Building Capacity of Serbian Agricultural Education to Link with Society,
Structural Measures - Governance Reform (SMGR)	544093-2013	University of Belgrade, Serbia	Restructuring of doctoral studies in Serbia (RODOS)
SMGR	511332	University of Belgrade, Serbia	Strenghening the Students Role in Governance and Management of the Universities of Serbia in line with Bologna Process (SIGMUS)
SMGR	517119	University of Belgrade, Serbia	Development of Career Guidance Aimed at Improving Higher Education in Serbia (CAREERS)
JPCR	5171153	Bielefeld University, Germany	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement (CONGRAD)
SMGR	530550	University of Belgrade, Serbia	Towards a more sustainable and equitable financing of higher education in Serbia, Bosnia and Herzegovina and Montenegro (FINHED)
SMGR	544538-2013	University of Novi Sad, Serbia	Strengthening of Internationalisation Policies at Universities in Serbia (SIPUS)
JPCR	544362-2013	University of Novi Sad, Serbia	Mastering innovation in Serbia through development and implementation of interdisciplinary postgraduate curricula in

			innovation management (MAIN)
XK-EPPKA2-CBHE-JP	561688-EPP-1-2015-1	University of Pristina located in Kosovska Mitrovica	Implementation of the study program - Digital Broadcasting and Broadband Technologies (Master studies)
SMGR	158926	University of Novi Sad	Governance and Mangement Reform in Higher Education in Serbia (GOMES)
LLP Comenius	527525-LLP-1-2012-1-DE-COMENIUS-CNW	Martin Luther Universitat, Halle-Wittenberg, Germany	SciCamp
LLP Comenius	543224-LLP-1-2013-1-GR-KA3-KA3MP	Hellenic Open University, Patras, Greece	V-Alert
FP7	612231	Universiteit Twente, Holland	SATORI
FP7	612393	"la Caixa" Foundation, Barcelona, Spain	RRI Tools
Horizon 2020	633396	Fakultet tehničkih nauka Univerziteta u Novom Sadu, Srbija	Researchers' Night Friend2U
Creative Europe	552461	Ars Electronica, Linz, Austria	European Digital Art and Science Network
Horizon 2020	665566	Stichting Nationaal Centrum Voor Wetenschap en Technologie (NEMO), Holland	Hypatia
Creative Europe	559695	Muzikološki institut SANU, Srbija	Quantum Music
Horizon 2020	665917	Universitaet Bayreuth, Germany	CREATIONS
Erasmus+	561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP	Univerzitet u Nišu, Srbija	Re@WBC
EU PROGRESS	VS/2014/0339	MLPS Italy, Pole Employ, NLO Hungary, NES Serbia	"PARES – Benchmarking employment services contribution to Youth guarantee"
Twinning project	SR11/IB/SO/01	Employment Department within the Ministry of Economy and Regional Development / National Employment Service	"Preparation of Serbian Labour Market Institutions for European Employment Strategy"
Tempus	530577-TEMPUS-1-2012-1-RS-TEMPUS-JPCR	University of Niš	"Improvement of product development studies in Serbia and Bosnia and Herzegovina"
EuropeAid/ IPA 2011	11SER01/12/21	NES	« Further integration of forecasting,monitoring and evaluation in the design and implementation of active labour market policies and adjustment of national classification of occupations to ISCO 08 standards »

Erasmus+ KA2-Capacity building in the field on Higher Education	561847-EPP-1-2015-1-EL-EPPKA2-CBHE-JP	University of Macedonia	School-to-Work Transition for Higher education students with disabilities in Serbia, Bosnia&Herzegovina and Montenegro/Trans2Work
IPA	14463.2014.003-2015.142	SORS	Multi-beneficiary statistical cooperation programme 2014
IPA	14463.2013.002-2013.454	SORS	Multi-beneficiary statistical cooperation programme 2012
IPA	2011/274-221	SORS	Direct Grant for the Alignment with the European statistical system
IPA	60702.2009.004-2010.402	SORS	Multi-beneficiary statistical cooperation programme 2009
SME	SI2.650206	SORS, SeCons. Group 484	Economic Impact of Social Enterprises
TEMPUS	2011-2525	University of Nis (SORS was involved through the Partnership Agreement)	Equal access for all (EQUI-ED): Strengthening the social dimension for stronger European higher education area
DG Economic and Financial Affairs	ECFIN/013/2014/680039	SORS	Business and Consumer Surveys
EC – DG EAC	2008 - 3112/001-001 ERA ERPROG	DG-EAC (EU Commission) Jürgen Rienks rienks@vsnu.nl	Independent impact assessment of the Bologna process
EC – DG EAC	2008 - 3543/001-001 ERA ERPROG	DG-EAC (EU Commission) Jürgen Rienks rienks@vsnu.nl	Higher Education Governance Reforms
EC – DG EAC	2008 - 3544/001-001 ERA ERPROG	DG-EAC (EU Commission) Jürgen Rienks rienks@vsnu.nl	Higher Education Funding Reforms
EC - LLP	177234-LLP-2010-1-NL-ERASMUS-EAM	EACEA (EU Commission) Monika Holik eacea-info@ec.europa.eu	Developing a European classification of higher education institutions (U-Map)
EC – DG EAC	2009 - 1225 / 001 - 001	DG-EAC (EU Commission) Mads Gravas mads.gravas@ec.europa.eu	Development of a multi-dimensional global university ranking: U-Multirank
EC – DG EAC	EAC/30/2012	DG-EAC (EU Commission) Mads Gravas mads.gravas@ec.europa.eu	U-Multirank implementation project
EC – DG EAC	EAC/33/2013	DG-EAC (EU Commission) Mads Gravas mads.gravas@ec.europa.eu	Drop-out and completion in higher education (HEDOCE)
EC – DG EAC	EAC/31/2014	DG-EAC (EU Commission) Simon Roy simon.roy@ec.europa.eu	Structural higher education reforms (SHERDE)
EC – DG EAC	EAC/10/2014	DG-EAC (EU Commission) Mads Gravas mads.gravas@ec.europa.eu	The Innovative capacity of Universities (EUNIVATION
LLP – DG-EAC	DG EAC/41/09	LLL – Eurydice David Hughes eacea-info@ec.europa.eu	Identifying barriers in promoting the European Standards and Guidelines for Quality Assurance at institutional level (IBAR)

LLP – DG-EAC	DG EAC/30/07	EACEA (EU Commission) Ralf Rahders eacea-info@ec.europa.eu	European platform higher education modernisation (MODERN)
Erasmus+, KA2	GA no. : 2014-0025-KA201-01, Project no. : 2014-0025-KA201-01	University of Rijeka, Croatia	Creative Classroom
Erasmus+, KA2	Project no. : 388450-EPP-1-2014-2-NL-EPPKA3-PI-POLICY	University of Rijeka, Croatia	Focus on Automatic Institutional Recognition
Lifelong Learning Programme, Leonardo da Vinci, Transfer of Innovation	GA no. : UK/12/LLP-LdV/TOI-550, Project no. : 2012-1-GB2-LEO05-07890	University of Rijeka, Croatia	Stimulating Learning for Idea-to-Market
Lifelong Learning Programme, Jean Monnet Action	GA no. : 2010-3344/001-001, Project no. 176697-LLP-1-2010-1-HR-AJM-PO	University of Rijeka, Croatia	Inter-University Centre of Excellence Opatija
TEMPUS	IB_JEP-40006-2005	University of Rijeka, Croatia	Cleaner Production Centre Rijeka
TEMPUS	IB_JEP-40032-2005	University of Rijeka, Croatia	Know-how Transfer and Capacity Building for participation in EU Community Programmes in Croatia by using Certified EU Project Manager Skills Scheme
TEMPUS	145132-TEMPUS-2008-HR-SMHES	University of Rijeka, Croatia	Opening University towards Society: Linking Education-Research-Innovation
TEMPUS	145008_TEMPUS-2008-DE-JPGR	University of Rijeka, Croatia	Modernisation and Reconstruction of University Management and Structure
TEMPUS	158745-TEMPUS-1-2009-1-DE-TEMPUS-SMGR	University of Rijeka, Croatia	Towards Equitable And Transparent Access To Higher Education In Croatia
FP7	GA no. : PIAPP-GA-2012-324400, Project no. : 324400	University of Rijeka, Croatia	Methods for high-throughput glycoproteomic analysis
FP7	PITN-GA-2013-607896, Project no. : 607896	University of Rijeka, Croatia	Organic bioelectronics
FP7	PCIG13-GA-2013-618587	University of Rijeka, Croatia	Roles of miRNAs in Herpes simplex virus 1 infection
European Fund for Regional Development	RC.2.2.06.-0001	University of Rijeka, Croatia	Research Infrastructure for Campus-based Laboratories at University of Rijeka
European Fund for Regional Development	RC.2.2.07.-0004	University of Rijeka, Croatia	Centre for translational medicine
Regional Competitiveness Operational Programme 2007 – 2009 for Community Assistance under the IPA Regional	IPA2007/HR/161PO/001-040304	University of Rijeka, Croatia	Development of Innovation System at Ruđer Bošković Institute and University of Rijeka

Development Component in Croatia			
Intelligent Energy Europe	IEE/09/728/SI2.558244	University of Rijeka, Croatia	Public Administration Training and coaching on Renewable Energy Systems
CreativeEurope	552227-CREA-1-2014-1-ES-CULT-COOP1	UniversitatPolitècnica de València	CARNVAL
Culture	2013-2670 / 001-001	Georg-August-UniversitätGöttingen	EWAGLOS
Erasmus Mundus – Action 2	2010-5094-5-EMA2	UniversitatPolitècnica de València	TEE
Erasmus Mundus – Action 2	2011-2622 / 001-001-EMA2	UniversitatPolitècnica de València	EUROTANGO II
Erasmus Mundus – Action 2	551742-EM-1-2014-1-IT-ERA MUNDUS-EMA21	UniversitadegliStudidell'Aquila	ASSUR
Erasmus Mundus – Action 2	552061-EM-1-2014-1-IT-ERA MUNDUS-EMA21	UniversitadegliStudidell'Aquila	MAYANET
Erasmus Mundus – Action 2	552013-EM-1-2014-1-PT-ERA MUNDUS-EMA21	Universidade do Porto	EBW+
Erasmus Mundus – Action 2	551999-EM-1-2014-1-ES-ERA MUNDUS-EMA21	Universitat de Barcelona	CASEU
Erasmus Mundus – Action 2	551985-EM-1-2014-1-UK-ERA MUNDUS-EMA21	Manchester MetropolitanUniversity	EUROINKANET
Erasmus Mundus – Action 2	2012-2623/001-001-EMA2	Université Pierre et Marie Curie	EMMAG
Erasmus Mundus – Action 2	2012-2738/001-001-EMA2	Oldenburguniversity	ELECTRA
Erasmus Mundus – Action 2	2012-2640/001-001-EMA2	Johannes Kepler Universitat Linz	GATE
Erasmus Mundus – Action 2	2012-2648/001-001-EMA2	UniversitatGent	SVAAGATA
Erasmus Mundus – Action 2	2012-2634/001-001-EMA2	Universidade do Porto	BABEL
Erasmus Mundus – Action 2	2012-2658/001-001-EMA2	Universitat de Valladolid	LINDO
Erasmus Mundus – Action 2	2012-2740/001-001-EMA2	Politecnico di Torino	EUROEAST
Erasmus Mundus – Action 2	2012-3274/001-001-EMA2	Universidade do Porto	ANGLE
Erasmus Mundus – Action 2	2013-2542/001-001	Georg-August-UniversitätGöttingen	NAMASTE
TEMPUS IV	2013 – 4532 / 001-001	UniversitatPolitècnica de València	MEDIS
TEMPUS IV - JPHES	530352	ShenkarCollege of Engineering	IDEA
TEMPUS IV - JPCR	530718	Partner	I-WEB
TEMPUS IV - SMHES	530243	Universidad de León	U3M-AL
TEMPUS IV	2013-5071 /001-001	TU Wien	SEHSI
TEMPUS IV - SMHES	530243	Universidad de León	U3M-AL

TEMPUS IV	2013-5031 / 001-001	Technological Education Institute of Piraeus	UNITE
TEMPUS IV	2013–4587 / 001-001	FH Düsseldorf	TATU
TEMPUS IV	2013-4542 / 001-001	UniversitàdegliStudi di Napoli Federico II	Hit4Med
LLP Erasmus +: StrategicPartnerships	2013-3679 / 001-001 2014-1-FI01-KA203-00851	Partner Turku University of Applied Sciences	OIKONET CoMoViWo
COMENIUS	538992-LLP-1-2013-1-RS-COMENIUS-CMP	University of Kragujevac	Improving educational effectiveness of primary schools
TEMPUS	543662-2013	University of Kragujevac	Improvement of partnership with enterprises by enhancement of a regional quality management potencials in WBC
TEMPUS	543848-2013	University of Kragujevac	Master in Educational Leadership
TEMPUS	543898-2013	University of Kragujevac	Development of Sustainable Interrelations between Education, Research and Innovation at WBC Universities in Nanotechnologies and Advanced Materials where Innovation Means Business
TEMPUS	543667-2013	University of Kragujevac	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration
TEMPUS	544006-2013	University of Kragujevac	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area
TEMPUS	544072-2013	University of Kragujevac	Building capacity of Serbian Agricultural Education to link with Society
TEMPUS	544093-2013	University of Kragujevac	Restructuring of doctoral studies in Serbia
TEMPUS	544270-2013	University of Kragujevac	Serbia: Striving towards Excellence in Veterinary Education
TEMPUS	544278-2013	University of Kragujevac	Mastering innovation in Serbia through development and implementation of interdisciplinary post-graduate curricula in innovation management
TEMPUS	544373-2013	University of Kragujevac	Fostering students' entrepreneurship and open innovation in university-industry collaboration
TEMPUS	544482-2013	University of Kragujevac	Blending academic and entrepreneurial knowledge in technology enhanced learning
TEMPUS	544538-2013	University of Kragujevac	Strengthening of Internationalisation Policies at Universities in Serbia
TEMPUS	544543-2013	University of Kragujevac	Modernization and harmonization

			of Tourism study programs in Serbia
TEMPUS	530155-2012	University of Kragujevac	Incoming Interdisciplinary Curricula in Computing to Meet Labor Market Needs
TEMPUS	530213-2012	University of Kragujevac	Modernization of WBC universities through strengthening of structures and services for knowledge transfer, research and innovation
TEMPUS	530423-2012	University of Kragujevac	Studies in Bioengineering and Medical Informatics
TEMPUS	530530-2012	University of Kragujevac	Training courses for public services in sustainable infrastructure development in Western Balkans
TEMPUS	530577-2012	University of Kragujevac	Improvement of product development studies in Serbia and Bosnia and Herzegovina
TEMPUS	516729-2011	University of Kragujevac	Development and Improvement of Automotive and Urban Engineering Studies in Serbia
TEMPUS	516762-2011	University of Kragujevac	Harmonization and Modernization of the Curriculum for Primary Teacher Education
TEMPUS	516964-2011	University of Kragujevac	Education of Teachers in the field of Ecological Food Production and Management
TEMPUS	517098-2011	University of Kragujevac	Introducing Interdisciplinarity in Music Studies in Western Balkans in line with European Perspective
TEMPUS	517119-2011	University of Kragujevac	Development of Career Guidance Aimed at Improving Higher Education in Serbia
TEMPUS	517153-2011	University of Kragujevac	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement
TEMPUS	511170-2010	University of Kragujevac	Master programme for Subject Teachers in Serbia
TEMPUS	511366-2010	University of Kragujevac	Reforming Foreign Language Studies in Serbia
TEMPUS	544246-2013	University of Kragujevac	Strengthening Higher Education for Social Policy making and Social Services delivery
TEMPUS	544362-2013	University of Kragujevac	Sport Professions – Education, Employment, Development in the Balkan Region
TEMPUS	544364-2013	University of Kragujevac	International Joint Master programme on Material and Energy Flows management
TEMPUS	544108-2013	University of Kragujevac	Development of higher education and society by creating a collaborative environment in the field of arts and media through regional student partnership in production of audio/video content

TEMPUS	530184-2012	University of Kragujevac	Reshaping of Agricultural Vocational Studies in the Western Balkans
TEMPUS	530194-2012	University of Kragujevac	Energy efficiency, renewable energy sources and environmental impacts-master study
TEMPUS	530394-2012	University of Kragujevac	Visuality & Mathematics: Experiential Education of Mathematics through Visual Arts, Sciences and Playful Activities
TEMPUS	530510-2012	University of Kragujevac	Assisting humans with special needs: curriculum for HUman-TOol interaction Network
TEMPUS	530530-2012	University of Kragujevac	Training courses for public services in sustainable infrastructure development in Western Balkans
TEMPUS	530550-2012	University of Kragujevac	Towards Sustainable and Equitable Financing of Higher Education in Bosnia and Herzegovina, Montenegro and Serbia
TEMPUS	530554-2012	University of Kragujevac	Network for education and training for public environmental laboratories
TEMPUS	530730-2012	University of Kragujevac	Development of Policy-Oriented Training Programmes in the Context of the European Integration
TEMPUS	530810-2012	University of Kragujevac	Development and implementation of courses for theatre technicians and stage managers
TEMPUS	516851-2011	University of Kragujevac	Equal Access for All: Strenghtening the Social Dimension for a Stronger European Higher Education Area
TEMPUS	517022-2011	University of Kragujevac	Innovation and Implementation of the Curriculum Vocational Studies in the Field of Digital Television and Multimedia
TEMPUS	517097-2011	University of Kragujevac	Quality in Research
TEMPUS	517098-2011	University of Kragujevac	Introducing Interdisciplinarity in Music Studies in Western Balkans in line with European Perspective
TEMPUS	517119-2011	University of Kragujevac	Development of Career Guidance Aimed at Improving Higher Education in Serbia
TEMPUS	517153-2011	University of Kragujevac	Conducting Graduate Surveys and Improving Alumni Services for Enhanced Strategic Management and Quality Improvement
TEMPUS	517319-2011	University of Kragujevac	Developing Human Rights Education at the Heart of Higher Education
JEAN MONNET	542630-2013	University of Kragujevac	REGIONALISING EUROPE: Regional Development as a Modality of European Integration Module
Erasmus Mundus Action 2		University of Kragujevac	JoinEU-SEE I-IV (Scholarship scheme for academic exchange between EU

			and Western Balkan countries)
Erasmus Mundus Action 2		University of Kragujevac	BASILEUS I-IV (Balkan Academic Scheme for the Internationalisation of Learning together with EU Universities)
Erasmus Mundus Action 2		University of Kragujevac	EM2-STEM (Erasmus Mundus Entepreneurship and Management training for Science, Technology, Engineering & Mathematics)
Erasmus Mundus Action 2		University of Kragujevac	ERAWEB (ERASMUS MUNDUS – WESTERN BALKANS)
Erasmus Mundus Action 2		University of Kragujevac	SIGMA (Critical Skills Learning for Innovation, Sustainable Growth, Mobility and Employ Ability in the Multicultural Environment of the Western Balkans)
ERASMUS	539461-LLP-1-2013-1-BG-ERASMUS-ENW	University of Kragujevac	Future Education and Training in Computing: How to support learning at anytime anywhere
ERASMUS	540051-LLP-1-2013-1-UK-ERASMUS-ENW	University of Kragujevac	University Educators for Sustainable Development
ERASMUS	540130-LLP-1-2013-1-FR-ERASMUS-ENW	University of Kragujevac	Horizons in Physics Education
ERASMUS	542203-LLP-1-2013-1-FI-ERASMUS-ENW	University of Kragujevac	European Academic Network for Open Innovation
ERASMUS	527696-LLP-1-2012-1-DE-ERASMUS-ENW	University of Kragujevac	Children's Rights Erasmus Academic Network
ERASMUS	177315-LLP-1-2010-1-AT-ERASMUS-ENWA	University of Kragujevac	Landscape Education: New Opportunities for Teaching and Research in Europe III
EEA Grants, Norway Grants	FSS/2013/IIC/W/0013	University of Kragujevac	International network supporting research and knowledge transfer as a platform of cooperation between Polish and Norwegian Universities
EEA Grants, Norway Grants	FSS/2013/HEI/W/0050	University of Kragujevac	Education towards research and innovation development
EXCHANGE 3	07SER01/02/41	University of Kragujevac	Promotion of new development tools by introducing GIS
EXCHANGE 3	07SER01/02/31	University of Kragujevac	GIS, key of the development of new Zlatibor
Regional Socio-Economic Development Programme II (RSEDP2) 2nd Call for Proposals	2010/257-088	University of Kragujevac	Virtual incubator programme for SME's
Civil Society Facility	EuropeAid/130847/L/ACT/RS	University of Kragujevac	Youth Entrepreneurship, Civic-Public Partnership
Interreg IVC	Rif. 1125R4	University of Kragujevac	CIE – Cleantech Incubation Europe
European Commission - EACI	EEN-225257-EIICM	University of Kragujevac	European Center for Information and Innovation Montenegro part of Enterprise Europe Network

FP6	Contract n° 038758	University of Kragujevac	EOS - Euro Office Services – Opening International markets for small innovative firms"
FP7	FP7-PEOPLE-2011-ITN: Project ID 289837	University of Kragujevac	FP7 projekat "InnHF" - "Innovation through human factors in risk analysis and management"
Erasmus +: StrategicPartnerships	2014-1-FR01-KA203-008560	InstituteSuperieur de Mecanique de Paris	EPICES
Erasmus +: StrategicPartnerships	2014-1-NL01-KA203-001292	StichtingHogeschool Utrecht	ESSENCE
Erasmus +: KnowledgeAlliances	554453	Chambre de Commerce et de l´Industrie de Vaucluse	FOODLAB
Erasmus +: KnowledgeAlliances	554187	Louth County Council	SHIP
Erasmus +: KnowledgeAlliances	2014-3648/001-001	Turku University of Applied Sciences	FINCODA
Erasmus +: StrategicPartnerships	2015-1-UK01-KA202-013406	SummitSkillsLimited	COSMET
Erasmus +: StrategicPartnerships	2015-1-UK01-KA202-013569	CaniceConsultingLimited	MODERN
Erasmus +: StrategicPartnerships	2015-1-FR01-KA203-015095	Association de Gestion Institut Polytechnique Lasalle Beauvais	EPBC
Erasmus +: StrategicPartnerships	2015-1-UK01-KA202-013710	NHS Liverpool Clinical Commissioning Group	ALTAS
Erasmus +: StrategicPartnerships	2015-1-FR01-KA201-015274	Communaute de Communes des Pays des Sorgues et Monts de Vaucluse	My Smart School
Erasmus+: Erasmus Mundus Joint Master Degrees	2015-2317/001-001	UniversitatPolitècnica de València	PLANTHEALTH
Erasmus+: KA3 ProspectiveInitiatives	2014 - 3646 / 001 - 001	Ministerie Van Onderwijs, Cultuur en Wetenschap	FAIR
Erasmus+ KA1: Credit Mobility with Partner Countries	015-1-ES01-KA107-015381	UniversitatPolitècnica de València	KA107
Erasmus +: CapacityBuilding	EAC-A04-2014	UniversitatPolitècnica de València	HERITAG
Erasmus +: CapacityBuilding	EAC-A04-2014	Institut National Polytechnique de Toulouse	MABIOTEC
Erasmus +: CapacityBuilding	EAC-A04-2014	Gdansk Univeristy of Technology	MENA-SAFE
Erasmus +: CapacityBuilding	EAC-A04-2014	UniversitatPolitècnica de València	PLANTHEALTH
Erasmus +: CapacityBuilding	EAC-A04-2014	Burgas Free University	ACADEMICA
Erasmus +: CapacityBuilding	EAC-A04-2014	Kingston University London	FSAMP
Erasmus +: CapacityBuilding	EAC-A04-2014	Baltic International Academy	EURDIQ
COMENIUS	540149-LLP-1-2013-1-FR-COMENIUS-CNW	University of Belgrade	Supporting science teaching advancement through inquiry

ERASMUS	540117-LLP-1-2013-1-DE-ERASMUS-EQMC	University of Belgrade	European Studies and Research in Adult Learning and Education
ERASMUS	539247-LLP-1-2013-1-IE-ERASMUS-EKA	University of Belgrade	Linking Industry and Academia in Teaching Pharmaceutical Development and Manufacture
ERASMUS	539369-LLP-1-2013-1-ES-ERASMUS-ENW	University of Belgrade	A global multidisciplinary network on housing research and learning
Structural Measures-Higher Education and Society	544072-2013	University of Belgrade	Building capacity of Serbian Agricultural Education to link with Society
Joint Project-Curriculum Reform	544270-2013	University of Belgrade	Serbia: Striving towards Excellence in Veterinary Education
Structural Measures-Governance Reform	544006-2013	University of Belgrade	Fostering University Support Services and Procedures for Full Participation in the European Higher Education Area
Structural Measures-Governance Reform	544538-2013	University of Belgrade	Strengthening of Internationalisation Policies at Universities in Serbia
Joint Project-Curriculum Reform	543848-2013	University of Belgrade	Master in Educational Leadership
Joint Project-Higher Education and Society	543667-2013	University of Belgrade	Building Network of Remote Labs for strengthening university-secondary vocational schools collaboration
Structural Measures-Governance Reform	544093-2013	University of Belgrade	Restructuring of doctoral studies in Serbia
Joint Project-Curriculum Reform	544246-2013	University of Belgrade	Strengthening Higher Education for Social Policy making and Social Services delivery
Joint Project-Curriculum Reform	544364-2013	University of Belgrade	International Joint Master programme on Material and Energy Flows management
Joint Project-Higher Education and Society	543662-2013	University of Belgrade	Improvement of partnership with enterprises by enhancement of a regional quality management potencials in WBC
Joint Project-Curriculum Reform	544362-2013	University of Belgrade	Sport Professions – Education, Employment, Development in the Balkan Region
Joint Project-Higher Education and Society	544482-2013	University of Belgrade	Blending academic and entrepreneurial knowledge in technology enhanced learning
COMENIUS	539075-LLP-1-2013-1-DE-COMENIUS-CNW	University of Belgrade	E-School for Sustainability in the Danube Region
Joint Project-Higher Education and Society	530730-2012	University of Belgrade	Development of Policy-Oriented Training Programmes in the Context of the European Integration
Joint Project-Curriculum Reform	530194-2012	University of Belgrade	Energy efficiency, renewable energy sources and environmental impacts-master study

Structural Measures-Governance Reform	530550-2012	University of Belgrade	Towards Sustainable and Equitable Financing of Higher Education in Bosnia and Herzegovina, Montenegro and Serbia
Joint Project-Curriculum Reform	530155-2012	University of Belgrade	Incoming Interdisciplinary Curricula in Computing to Meet Labor Market Needs
Joint Project-Curriculum Reform	530423-2012	University of Belgrade	Studies in Bioengineering and Medical Informatics

Please insert rows as necessary.

*Please list **other grant applications** submitted by your organisation, or by any partner organisation in this project proposal. For each grant application, please mention the EU Programme concerned and the amount requested.*

Programme concerned	Beneficiary Organisation	Amount requested
Danube Transnational Programme	University of West Hungary	Not declared for CPN (two steps application)
Creative Europe	Freunde des Museums der Wahrnehmung, Graz, Austria	30500,00 € (CPN)
Horizon 2020	The University of Salford, UK	10000,00 € (CPN)
Horizon 2020	Institute of Biological Research, University of Belgrade, Serbia	47700,00 € (CPN)
Horizon 2020	Faculty of Technical Sciences, University of Novi Sad, Serbia	23000,00 (CPN)
MARIE SKŁODOWSKA-CURIE ACTIONS Innovative Training Networks (ITN) Call: H2020-MSCA-ITN-2016	University of Stavanger (UT-CHEPS is consortium partner)	The total RUNIN proposal asks for €350.000

Please insert rows as necessary.

CHECK LIST

Please make sure that you <u>fully</u> completed each part of this application form, as follows:

- Ⅹ   PART D - Quality of the project team and the cooperation arrangements
- Ⅹ   PART E - Project characteristics and relevance
- Ⅹ   PART F - Quality of the project design and implementation
- Ⅹ   PART G - Impact, dissemination and exploitation, sustainability
  - Ⅹ   Logical Framework Matrix
  - Ⅹ   Workplan
- Ⅹ   PART H - Work packages
- ☐   PART I – Special Mobility Strand (where applicable)
- Ⅹ   PART J - Other EU Grants