

# **INTERNATIONAL BALKAN UNIVERSITY**

## **Self-Evaluation Report**

### **2020-2021**

**Skopje, 2021**

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## 1. INTRODUCTION

The role and mission of higher education institutions is establishment, protection and communication of knowledge with the ultimate goal to prepare students for professional engagements that need implementation of scientific achievements and expertise, cultural and language diversification, stimulating technological progress, development of art, technical culture and sport, as well as provision leading to the social and economic stability, and prosperity of the society. These goals shall be achieved by:

- Organizing studies arranged within the frame of study programs of first, second and third cycle of studies.
- Realization of fundamental, developmental and applicative research and applicative activities.
- Transfer of scientific and professional knowledge.
- Education under the equal conditions.
- Provision of the system of long-life learning.
- Establishing cooperation with domestic and foreign institutions of higher education, scientific institutions, and other forms of international collaboration.
- Starting other forms and ways of raising the basic educational level and activating constructive competition between different approaches and ideas.
- Involvement of students in management, particularly in matters related to the quality of education and student issues.

In the process of achievement of goals and aims, higher education institutions, among which International Balkan University (IBU) as well, need to establish a system of quality assurance that provides an evaluation of the quality of the institutions, and their study programs and academic staff.

In accordance with the Law of Higher Education (Official Gazette of R. Macedonia, No. 82 from 08.05.2018), the evaluation process includes the following steps: external evaluation, self-evaluation, and a system of evaluation of the quality of academic staff.

The external evaluation aims assurance of the unified quality of higher education in Europe by the application of previously determined and approved standards, procedures, and directions applied by the European Association of Quality Assurance in Higher Education (ENQA) and other institutions, organizations, and associations responsible for quality assurance in higher education. The external evaluation is carried out by external evaluators, as determined by the Law in Higher Education of R. Macedonia.

Self-Evaluation process is administered by the Commission of self-evaluation, established by the Senate of the University. Method and conditions for self-evaluation are determined by the Statute of the university and university units.

Currently, IBU accomplishes only the self –evaluation process, and the findings has been summarized in this Report and necessary Appendices. The self-evaluation process is a collective institutional reflection and an opportunity for quality enhancement of any aspect that is part of the self-evaluation process.

Self-evaluation process of IBU serves as a tool to achieve the following:

- a) Presentation of current and concise comprehensive statement of IBU view of quality management and strategic planning.
- b) Analysis of strengths and weaknesses of IBU and to propose a specific action plan, and
- c) Establishment of a framework against which IBU will be assessed by the external evaluation teams.

The self-evaluation report will provide information to the external evaluation team, highlighting the activities concerning IBU's strategic planning and management of the quality. The goal is to create a basis for continuous improvement of the University in the fields of education and research.

The self-evaluation addressed four strategic questions: What is our mission? What we are trying to do and how? Who are our students? What do the students value? What is our plan for improvements? The self-evaluation has started four months ago and resulted in the present report, which is hoped to provide necessary information about IBU. More importantly, it has provided the opportunity for a critical reflection of how IBU manages itself and handles quality as a central value in the establishment of decision-making strategies. The Self-Evaluation Report tries to assess strengths and weaknesses in the context of constraints, opportunities, and threats and to show the relation of the various elements of strategic planning and quality management. The analysis takes into account the changes of the recent past and those anticipated in the future.

Given the fact that the IBU exists only 13 years, the University took place only the first step of the evaluation process. Every year the tables of the teaching staff evaluation have been prepared, and six completed self-evaluation reports have been done: for the periods 2007-2011, 2012-2013, 2013-2014, 2015-2016, 2016/2017, 2017/2018, 2018/2019, and 2019/2020. This is the ninth self-evaluation report for the period of 2020-2021 and it is a result of the self-evaluation process performed at the International Balkan University, Skopje, for the period 2019-2020. The self-evaluation report of the IBU has been compiled according to the EUA methodology, focusing mainly on university norms and values, monitoring of the quality and management, strategic planning, and opportunities for further improvement of the IBU. The report includes an analysis of strengths and weaknesses, opportunities, and threats (SWOT analysis) as a basis for the development of an action plan for strategic changes at IBU.

During the preparation period of the self-evaluation report, there were some problems especially in reaching the desired data, correct resources, and timing. These problems indicated the importance and need of starting archive units in the future that would be responsible for gathering the data from all university units, as well as their statistical analysis.

Members of the self-evaluation Committee of IBU are:

1. Prof. Dr. Aleksandra Porjazoska Kujundziski, Vice Rector
2. Prof. Dr. Kire Sharlamanov
3. Prof. Dr. Hiqmet Kamberaj
4. Asst. Prof. Dr. Luljeta Sadiku
5. Asst. Prof. Dr. Sanja Adzaip Velickovski
6. Visar Ramadani, General Secretary
7. Emel Baus, Student Officer

## **2. HIGHER EDUCATION IN THE NATIONAL AND INSTITUTIONAL CONTEXT**

### **2.1. Major characteristics of tertiary education in the country**

Higher education in the country has been provided by six public, fifteen private Universities and professional schools, and several public and private research institutes. In accordance with the legislation, public universities can be established by the Parliament of R. Macedonia. Private, profitable, or non-profitable higher education institution has been established with the financial contribution of international donors or by the aid of foreign higher education institutions.

Universities establish academic or professional studies. Academic studies are organized in the first, second, and third cycles of studies, while professional studies can be arranged within the first and second cycles of university studies. In addition, universities are encouraged to open a short cycle of studies and courses, but they can also realize research and applicative activities. The first cycle of studies lasts 3 to 4 years and acquires 180 to 240 credits. The title of the qualification in the national language is *diplomiran* + profile or in English Bachelor + profile.

The duration of the second cycle of studies (Master's Degree) is one to two years which accounts for 60 to 120 credits. The name of the qualification in the national language is *magister* + profile or in English Master + profile.

In accordance with the Law on Higher Education, the third cycle of studies lasts three years and provides 180 ECTS. After successfully defended doctoral thesis, a student acquires a qualification entitled *доктор на науки или доктор по уметности* + profile, in Macedonian language. In English, the title is a doctor in sciences (dr.sc) or doctor in arts (dr.art).

The Quality Agency of Higher Education with its bodies, the Board of Accreditation and the Board of Evaluation, is responsible for the quality assurance and quality control in higher education in North Macedonia. Besides, the participation of the academicians, professors, the participation of students, and employers' representatives in the decision-making bodies of the universities, and the quality assurance process have been encouraged. International cooperation in the quality assurance process with the quality assurance organizations and associations is crucial for the quality assurance of higher education. Since 2011 Boards of

Accreditation and Evaluation has been a member of the European Agency for Quality Assurance in Higher Education (ENQA).

Reforms in the higher education system in North Macedonia have started in 2003, as Macedonia became a member of the Bologna process which aims to transform the higher education system in European countries into a more compliant and recognizable international context. In accordance with the requirements of the Bologna process, European Credit Transfer System (ECTS) in a higher education system in Macedonia has been introduced. The reforms of the first and the second cycle study programs have been accomplished in the academic year 2008/2009, while the implementation of the reformed third cycle studies started in the academic year 2011/2012. Higher education in Macedonia is organized into three-cycle studies, and in accordance with the European credit transfer system of transfer and accumulation of credits, one year of studies amounts to 60 ECTS. Along with the Diploma of finished studies, issuing a diploma supplement is required.

As a part of the reforms in the educational system in general, a National Qualification Framework (NQF) was adopted in 2013. Being compatible with the European Qualification Framework (EQF), the Macedonian Qualification Framework (MQF) relies on the following principles:

- Every level and sub-level of MQF contains descriptors, explaining the learning outcomes clustered in three categories: knowledge and understanding, skills, and competencies.
- Credit transfer system.
- Quality assurance during the processes of development and obtaining the qualification.
- Easier recognition of qualifications.
- Supporting the process of long-life learning.
- Easier recognition of non-formal and formal education.

## **2.2. Distribution of responsibilities**

University integrates the functions of the units (functional integration), and through the University authorities (the Rector, Rectors' Board, and University Senate) insure their synchronized operation by the provision of:

- Unified strategic development;
- Adopting standards;
- Norms and rules for the organization and implementation of higher education and scientific and research work;
- ECTS;
- Applicative and highly professional activities;
- Compliant activities in the financial sector;
- Investments and plans for development;



- Promotion of scientific research;
- Criteria for selection and promotion in educational, scientific-educational, scientific or support staff careers;
- Cooperation with universities at home and abroad;
- Policy on student, teacher, support staff and administrative staff mobility;
- Rules for rational utilization of human and material resources;
- Development and organization of studies;
- Quality assurance and control system;
- Educational standards;
- Information system;
- Library system;
- Publishing activities;
- Issuing diplomas;
- Organization of symposiums and seminars;
- Allocation of funds to the university units and university organizations for cultural and sports activities;
- Provision of forms and other documentation necessary for students;
- Professional or administrative and technical services;
- University documentation;
- Care and promotion of students' and employees' standards;
- Program for exchange of scientific and vocational services and products with domestic and international natural persons and legal entities;
- Insurance of university property and university units' property by performing other work as laid down in the Law on Higher Education (HE) and the Statute of the University.

The role of the universities and their units is based on the principle of academic autonomy that guarantee intellectual freedom to the members of the academic community, creativity of the researchers and educational process.

Coordination of the issues of mutual importance and interest for public universities is aided by the Rectors' Conference of public universities, which are co-organized by the rectors of the public universities in the Republic of Macedonia, while the common interests of the private universities and all higher education institutions are promoted by the Conference of Private Higher Education Institutions. Issues of common interest for both, public and private universities, come under the responsibility of the Inter–University Conference.

### **2.3. Licensing, quality assurance and accreditation of institutions and /or programs**

Based on the Law of Higher Education of R. Macedonia, Quality Assurance System (QAS) considers the following areas:

- Approval, verification and recognition of the higher education institution and study programs, within the framework defined with the LHE, accomplished through the accreditation process;

- Assessment of the quality in the following areas:
  - Performance of the activities
  - Management
  - Financing
- Evaluation system for academic and other related activities
- Other activities and mechanisms that develop and maintain the quality of higher education as determined by the Law and the regulations of the bodies (agencies) that carry out the quality assessment of higher education.

The evaluation (Quality Assessment) of the HEIs is realized through:

- External evaluation (external quality assessment);
- Self-evaluation (internal quality assessment);
- System of evaluation of the quality of the academic staff

The external evaluation and the overall assessment of the academic staff at the universities and the other types of higher education institutions in the Republic of Macedonia is carried out by the Higher Education Accreditation and Evaluation Board.

## 2.4. Historical overview

The International Balkan University (IBU) is a private university, founded in 2006, initially with two faculties: the Faculty of Economic and Administrative Sciences and the Faculty of Technical Sciences. One year later, in 2007, three new faculties were accredited by the Ministry of Education and Sciences: the Faculty of Communication, the Faculty of Fine Arts, and the Faculty of Languages. In 2009, IBU study programs were recognized by the Turkish Council of Higher Education (YÖK). In the academic year 2013-2014, the University consists of five faculties with seven different study programs in the first cycle and two study programs in the second cycle. At the beginning of 2014, IBU accredited new 18 first cycle study programs, and 6 second cycle study programs, and at the beginning of 2015 one additional study program, Legal Studies, within a frame of one new Faculty-Faculty of Law was established. In 2017 new study programs in the second cycles of studies were accredited: Architecture, Clinical Psychology, English Language Teaching, and Administrative Law, and in 2019 new study programs in the second cycle of studies Structural Engineering, Turkish Language and Literature, and in the third cycles of studies, Turkish Language and Literature were accredited. The changes made for the academic years 2014 / 2015, 2015 / 2016, 2016/2017, 2017/2018, 2018/2019 and 2019 / 2020 are given in Tables 2.1.a-2.1.d.

The General Board for Higher Education of the Council for Higher Education of the Republic of Turkey, on its meeting held on 02.05.2013 has decided to enlist the faculties, programs and scholarship contingents of the International Balkan University in Skopje in the Booklet of Programs and Contingents of the Student Selection and Placement System (ÖSYS). IBU becomes the first university from Macedonia to be enlisted in ÖSYS.

With the exception of the Faculty of Arts and Design, which is located at Kale, all other faculties and Rectorate are concentrated in the locality of 'Kasarna Ilinden' in Topansko Pole, covering an area of 20 000 m<sup>2</sup>. Campus consists of these units:

- One Rectorate building
- Two Faculty buildings (connected to one another through bridges)

There were some constrains including infrastructure, number and quality of academic staff at the establishment stage of IBU. Some of these constrains still exist, but University makes efforts to overcome them:

- Constrains with the library, technical labs, cafeteria, social activity center, are expected to be overcome soon.
- Academic and administrative staff is selected with care to provide the best possible contribution in teaching and research. The academic staff recruited comes from Macedonia, Turkey, and other countries in Balkan region.

As a “foundation university” (foundation supported, state recognized, non-profit, public legal entity), IBU is a unique Macedonian University with English-based curricula and the teaching process is going on in English language. This makes the education at our university compatible with international demands. Therefore, many international students select our university to continue their. Also, English speaking environment gives a good opportunity to our students and academic staff to take part in student and academic staff exchange programs like Erasmus+ and Mevlana.

Table 2.1a. Accredited study programs in the period 2007 – 2013

Faculties					
	Faculty of Technical Sciences	Faculty of Economics and Administrative Sciences	Faculty of Communications	Faculty of Languages	Faculty of Fine Arts
First cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	English Language and American Studies	Graphic Design
	Information Technology	Management in Public Administration			
Second cycle study programs	Industrial Engineering	Business Administration			

Table 2.1.b. Accredited study programs in the period 2014 – 2016

Faculties							
	Faculty of Engineering	Faculty of Economics and Administrative Sciences	Faculty of Communications	Faculty of Art and Design	Faculty of Humanities and Social Sciences	Faculty of Education	Faculty of Law
First cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	Graphic Design	Psychology	Psychological Counseling and Guidance	Legal Studies
	Computer Engineering	Management	New Media and Communications	Visual Arts	Political Sciences	Turkish Language Teaching	
	Electrical and Electronic Engineering	Business Administration		Visual Arts and Media	Religious Studies	English Language Teaching	
	Civil Engineering	Banking and Finance				History Teaching	
	Architecture						
Second cycle study programs	Industrial Engineering	International Economic Relations	Public Relations	Graphic Design			
	Computer Engineering	Business Administration					

Table 2.1.c. Accredited study programs in the period 2016 – 2017 and 2017 – 2018

Faculties				
	Faculty of Engineering	Faculty of Law	Faculty of Humanities and Social sciences	Faculty of education
Second cycle study programs	Architecture (2016 – 2017)	Administrative Law (2016 – 2017)	Clinical Psychology (2017 - 2018)	English Language Teaching (2017 - 2018)

Table 2.1.d. Accredited study programs in the period 2018 – 2019 and 2019 – 2020.

Faculties		
	Faculty of Engineering	Faculty of Education
First cycle study programs	Industrial Engineering Management	English Language Teaching
		Turkish Language Teaching
Second cycle study programs	Industrial Engineering	Turkish Language Teaching
	Structural Engineering	
Third cycle study programs		Turkish Language Teaching

Table 2.1.e. Accredited study programs in the period 2020 – 2021.

Faculties								
	Faculty of Engineering	Faculty of Economics and Administrative Sciences	Faculty of Communications	Faculty of Art and Design	Faculty of Dental Medicine	Faculty of Education	Faculty of Law	Vocational Medical School
First cycle study programs	Computer Engineering	International Economics Relations	Public Relations and Marketing Communications	Graphic Design	Dental Medicine	Psychological Counseling and Guidance	Legal Studies	Nursing
	Architecture	Management	New Media and Communications	Visual Arts			Political Sciences	Midwifery
		Banking and Finance		Fashion Design				
		E-Business						

Second cycle study programs	Computer Engineering	International Economic Relations	Public Relations	Graphic Design		English Language Teaching	Administrative Law	
	Architecture	Business Administration		Visual Arts			International Law	
Third cycle study programs	Computer Engineering	Economics						

## 2.5. Organizational structure

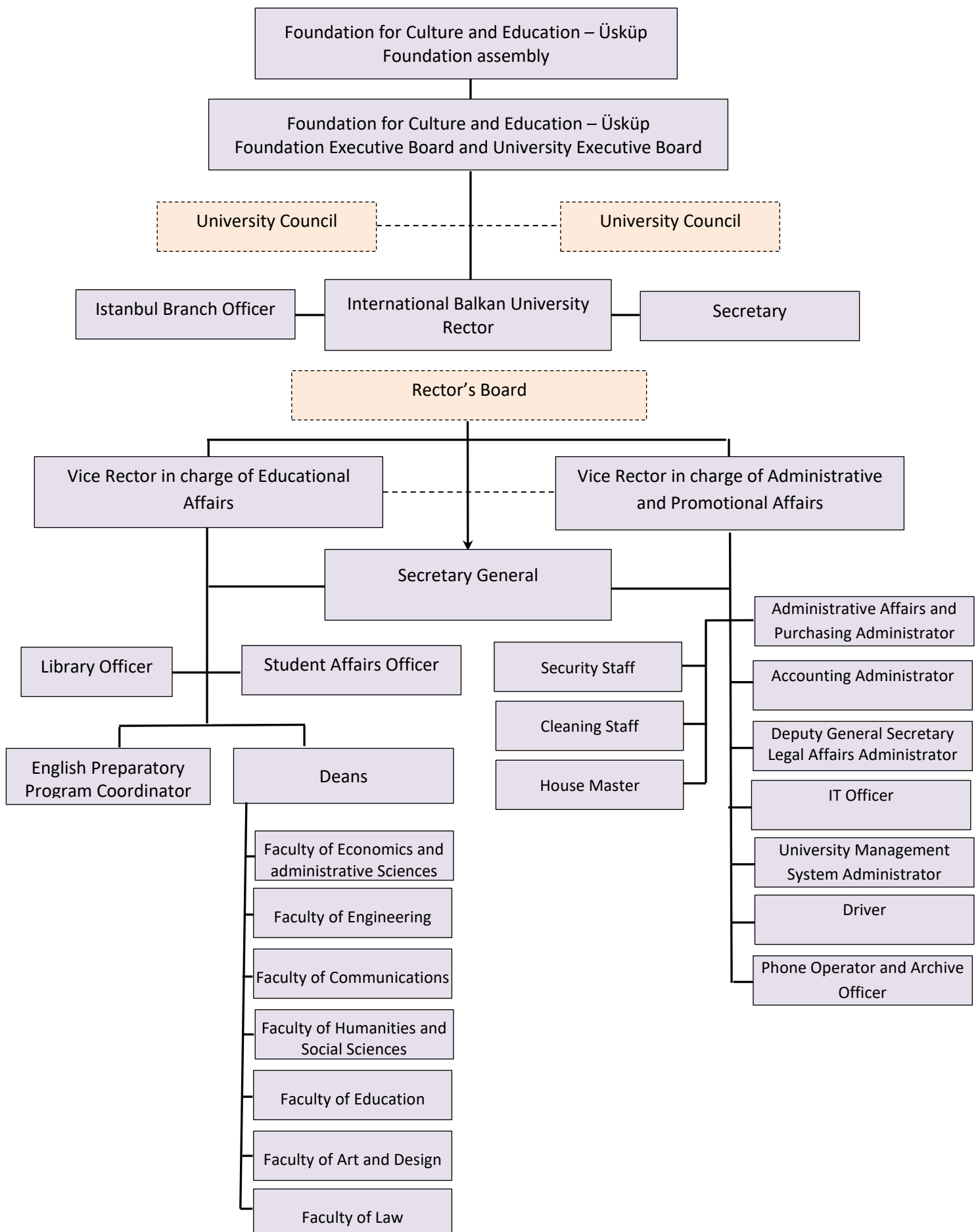


Figure 2.1. International Balkan University Organizational Chart

The organizational and functional integration of IBU enables the harmonization of its operations and provides the university with a unique approach towards its joining institutions and the attainment of the projected strategic goals, such as change in organizational norms and regulations to bring higher education in line with ECTS norms; developing and organizing programs of study; developing a system for securing quality control; maintaining teaching standards; increasing the selection and improvement of syllabuses; refining the criteria for the attainment of academic titles and credentials of full-time and part-time academic staff; cooperation activities with universities within the country and abroad; in the financial domain - investments and development plans; regulations to utilize human resources and tangible assets rationally; Information Technology (IT) and library resources and much more (Appendix 9.1).

The organizational structure of the University is presented in Figure 2.1.

## **2.6. Teaching and learning during the pandemic in the academic year 2019 / 2020**

The crisis caused by the SARS-CoV-2 virus has disrupted lives, economics, and education around the world rapidly and beyond a scope that one could imagine. International Balkan University (IBU) quickly adapted to the “new normal” and replaced classical classrooms with the online synchronous online model of education with real-time video-conferencing and interactive teaching, using the Zoom platform. Links to the class meetings have been integrated University Online Management System, the so-called Hello Online System. The university has opened an Online Learning Center to allow real-time lectures, but also e-conferences, webinars, defense of graduate and master's theses, etc. Exam.net platform was used by most instructors 80% in the realization of the exams, in combination with Zoom service for monitoring the students and preventing cheating. An attempt was made to relate the initial observations about the content of IBU students regarding online teaching and examination with the success of the student's cohort. Besides, the pandemic also hurt the internationalization at the university.

At the beginning of March 2020, because of the risk of spread of the virus SARS-CoV-2, the Government of the Republic of North Macedonia introduced a state of emergency (No. 44-2147/1) and the lockdown of the country, restricting work, schools, travel, leisure, and other aspects of life for more than its 2 million citizens.

The experience of the higher education institutions in North Macedonia during the time of the pandemic confirmed the EUA experience showing that the comprehensive institutions have more difficulties establishing an institutional approach to remote teaching compared to the smaller ones. Another important issue in the rapid shift to e-teaching is the extent of implementing the digital provisions in the education process in a particular institution [11].

On the eve of the health crisis, except for the application of the information and communication technologies in the enhancement of the quality of teaching and learning at all levels of education, the online teaching style in higher education was used only in a few cases for delivering the lectures to the students of so-called dispersed study programs. Furthermore, the online/distance teaching format was not recognized by the Ministry of Education and Science of the R. North Macedonia, i.e., it was not regulated by law.



At the beginning of March 2020 with the appearance of the first cases of COVID -19 in the country, the Government of the Republic of North Macedonia adopted several measures and recommendations to prevent the progress of the virus SARS-CoV-2. Among them was the interruption of the educational process for 14 days at all levels of the education system. Having the number of newly infected persons continuously increasing, it was decided that the schools and universities stay locked and the teaching process continue remotely during academic 2018/2019. Thus, the Government enforced regulation for the application of the Law in Higher education at the time of emergency (No.4-2447/1, 23 March 2020) designating the transition of classical education to an online format.

International Balkan University (IBU) was among the first universities in the country that adopted an asynchronous online mode of teaching, applying real-time video-conferencing and interactive teaching, using the Zoom platform. IBU developed its own Online University Management System (Hello Online System) in 2018, integrating all aspects of the university workflow, including modules for students, teaching staff, accounting and finance, and the student affairs office, too. Access to the online classes has been provided from the links created in the Zoom platform integrated into the Hello Online System. The students and the academic staff needed to log in into their accounts in the Hello system to click on the link and join the classes. Also, the course materials and the assignments for the students, for every course, have been uploaded to the Hello system. Moreover, the university has opened an Online Learning Hub, equipped with technical arrangements to provide real-time lectures, webinars, defense of graduate and master's theses, e-conferences, etc. Not only classrooms are transformed into virtual ones, but the whole communication was done virtually, using e-mails, Viber, WhatsApp, Facebook messaging, Instagram, and other social media applications.

The exams were also performed online. As the university solution for the online examination, Exam.net service was offered, and 80% of the academic staff used it in their courses. The rest 20% of instructors used project-based, take-home exams, oral examinations, etc.

Around 45% of the total number of students are international students from 10 different countries. Most of them returned to their countries and families during the first break of education, although at the beginning no one expected that such a situation would last that long. Also, the Erasmus+ mobility program has been impacted by the worldwide health crisis. 67% of the incoming students and all incoming staff motilities have been cancelled due to the COVID-19 pandemic and the cancellation of the International Staff Week in May 2020. A similar case was observed with the IBU outgoing staff, 75% of the planned mobilities were postponed, Table 1. This confirms the briefing report of the European University association elaborating that the first thing that suffered from the general lockdown was internationalization and mobility. It was interesting to observe that there wasn't a single cancelling of the outgoing students' mobility which is different from the EAIE survey report demonstrated that 67% of their outgoing student mobility wasn't realized, while ESN survey report showed only 45% of cancellations [11].

### *2.6.1. Toward better online teaching environment*

Suggested strategies toward increased efficiency in online teaching are [19]:

- Some teaching platforms fit better given pedagogy. Thus, pedagogy advises technology and not vice versa.
- To understand the technical limitations, the students are facing.
- To allow students to design class model, how they will use their time. To decide whether they will read and watch pre-recorded lectures and they will use the classroom meetings for the consultation.
- Take some time of the class for socialization, promoting student-student interaction.
- Students to be informed on time about the things they need to do (homework, projects, discussions, etc.) for the successful accomplishment of the course.
- Application of the breakout sessions, particularly where group work is preferred, e.g., working on a project.
- Shorten the class hours to keep the student-focused, etc.

## **3. FACULTIES, PROGRAMMES AND FACILITIES**

Since the foundation IBU implements principles of education in accordance with Bologna declaration. Furthermore, IBU has been one of the first universities that adopted European Credit Transfer and Accumulation System (ECTS) in all study programs. As students pass the course, they are awarded with ECTS Credits and Grades upon successful completion of study subjects and program in general.

### **3.1 Faculties**

IBU has 8 faculties, one vocational school, including 20 undergraduate programs and 13 programs in the second cycles of studies, and 3 PhD programs in a variety of fields, such as engineering, architecture, economics, administrative sciences, law, fine arts, educational sciences, communication, humanities and social sciences and medical sciences. Besides the accreditation for bachelor's and master's studies, IBU is also accredited for doctoral studies. IBU is an English medium university that offers 1100 total hours of qualified language teaching in its English Language School, as a preparatory program. The university offers 20 first cycle study programs in eight faculties: Faculty of Economics and Administrative Sciences (FEAS), Faculty of Engineering (FENG]), Faculty of Arts and Design (FAD), Faculty of Communications (FC), Faculty of Humanities and Social Sciences (FHSS), Faculty of Education (FEDU), Faculty of Law (FLAW), Faculty of Dental Medicine (FDM) and Vocational Medical School (VMS). In addition to this, old study programs are going to exist just for the currently enrolled students to these programs.

The Faculty of Economics and Administrative Sciences offers four first cycle study programs: International Economics (IER), Management (MAN), Banking and Finance (BAF), and E-business. Within the Faculty of Engineering 4 study programs exists: Industrial Engineering Management (IEM), Computer Engineering (CE), Civil Engineering (CIV), and Architecture (ARCH). First cycle study programs, Graphic Design (GD), Visual Arts (VA) and Fashion Design

(FD) are offered by the Faculty of Art and Design. Faculty of communication offers two first cycle study programs Public Relations and Marketing Communications (PRMC) and New Media and Communications (NMC). Within the Faculty of Humanities and Social Sciences two study programs are offered: Psychology (PSY), Political Sciences (POL) (2-4 year). Faculty of Law consists of two study program: Legal Studies (LS) and Political Sciences (PS) first year, while the Faculty of Education includes the following Departments: Psychological Counseling and Guidance, Turkish Language Teaching and English Language Teaching. There are in total 1385 students in all three cycles of studies, spread throughout these programs. The student/staff ratio for faculties is 21.98 (Appendix 9.4). The Faculty of Engineering, with the study programs of Architecture and Computer Engineering and the faculty of Humanities and Social Sciences, with the study program of Psychology have a dominant majority of the students in first cycle study (Appendix 9.8).

Faculty of Engineering, offers master's programs in the fields of Industrial Engineering, Computer Engineering and Structural Engineering, and the Faculty of Economics and Administrative Sciences offers master's programs in International Economic Relations and Business Administration. Study program of the second cycle studies within the Faculty of communications is Public Relations, while the Faculty of Art and Design offers two study programs, Graphic Design and Visual Arts. At the second cycle of studies, Faculty of Education offers study program English Language Teaching and Turkish language and Literature, while Faculty of Humanities and Social Sciences includes Clinical Psychology. Master program Public relations is in the frame of the Faculty of communications. Administrative Law and International Law are the two study programs at the second cycle studies in the Faculty of Law (Appendix 9.8).

To support main activity, pedagogical process of the IBU, there are other special-purpose facilities as three computer labs, three art studios at the Faculty of Arts; biochemical and histology labs, and two sections, one for the Faculty of Dental Medicine that simulates dental practice offices, one for the Vocational Medical School that simulates hospital environment.

### **3.2 Other Schools**

The goal of IBU English Language School is to provide future IBU students with skills necessary to pursue academic studies at IBU, no matter their field of study. The objective is not only to enhance proficiency in the language, but also to develop critical thinking skills that will guide the students throughout their career. In order to accomplish these objectives, the English Language School provides reading, writing, grammar and listening classes to beginner, intermediate and advanced-level students of English. Instruction at IBU English Language School is carried out in English language only and is mainly focused on the development and mastery of the following skills:

Reading – extensive / intensive, scanning, skimming, using context clues and vocabulary strategies, recognizing sequence, fact vs. opinion, making inference, identifying main ideas and supporting details, analyzing text, identifying purpose and tone.

Listening – listening for gist and details, learning topic vocabulary to improve comprehension, for verbal clues, understanding speaker's argument, understanding colloquial language, learning pronunciation, to summarize opinions, recognize lecture language that introduces the topic or the plan, that signals new ideas, transitions, definitions,

examples, explanations, causes and effects, comparisons and contrasts, opinions, citations and quotations, non-verbal signals, note-taking.

Writing – how to write a paragraph, topic sentences, supporting details, concluding sentences; the writing process: prewriting, writing editing; organizing information by: time, importance, space; essay writing: introduction, body conclusion; types of essays: process, division and classification, causes and effects, comparison and contrast, problem/solution, summaries, opinion essay, essays for undergraduate and graduate school applications, personal and business letters; punctuations.

Speaking – descriptions, retelling a story, practical English: in a shop, hotel, at the doctors etc. debates, interviews, giving a talk, discussions: show interest, enter a discussion, interrupt, ask for more information, agree and disagree, support opinion, connect your ideas with other people's ideas, contribute your ideas, keep the discussion focused on the topic, encourage others to participate, bring to a consensus, learn to compromise, pausing, paraphrasing and quoting.

Grammar – from elementary to upper-intermediate (by the standards of CEFR)

Vocabulary – personal information, food, health and medicine, houses and decoration, personality and appearance adjectives, family, body, money and economics, science and technology, education, shopping and traveling, entertainment, music, humor, history and politics, man and women, animals and conservation, crime and punishment, business, word-building, and all relevant specific fields connected to the academic vocabulary.

Study skills – Preparing to study, note-taking, strategies for reading textbooks/novels, using reference sources, oral presentations, projects, managing time, setting goals, preparing oral presentations, managing and participating in group projects, raising awareness, setting self-assessment criteria, developing autonomous learning and language use.

### **3.3 IT office**

The University's IT office enables information technology services for the community of students, faculty members and staff. The important infrastructure parts for students are computer classroom (Appendix 9.3-Part H).

### **3.4 Library**

Regarding the moving from the Building in Avtokomanda, the University is still in the process of establishment of the library. The draft drawing has been prepared. Appendix 9.6.

The library is planned to be supplied with the new books and computers with the access to databases.

### **3.5 Graphic Design Laboratory**

The graphic design laboratory is equipped with 20 computers which keeps the student/teacher ratio low. The laboratory allows instructors to give demonstrations a color laser printer offer student's quick printing for projects. The graphic design facilities also include a traditional classroom with drawing tables (Appendix 9.7.5).

### 3.6 Laboratories for Engineering

International Balkan University has taken bold steps to structure a well-designed environment for studying at the Faculty of Engineering (FENG), both at the Industrial Engineering Management (IEM), Computer Engineering (CE) and Civil Engineering (CIV) study programs. Activities began the moment when full time professors were employed at the University, taking the advantage to enhance the laboratory experience of the students. Our commitment to introduction laboratory practice for the students is motivated by the engineering philosophy "*Learn by Doing*" (for detailed information on laboratories, please refer to Appendix 9.7).

### 3.7 Research Center

Every university has to be focused on three main areas: teaching, research and contribution to society as three parts of the triangle knowledge. For now, IBU is mainly focused on teaching. In spite of all constrains regarding research premises and equipment, the academic staff at IBU have found a way to continue with their research work. University staff is involved in 4 national and 24 international projects. Cooperation between IBU and Cambridge Assessment English, part of the University of Cambridge has been signed. The CELTA is the most widely recognized and accepted TESOL certificate. Agreement of cooperation, for the practical training of the students of the study program Psychology, at the undergraduate and graduate level, is signed with Hospital "Bardovci" and Hospital "Zan Mitrev. Also, for the study programs in the Faculty of Engineering the need of the equipment for some courses is satisfied by the contract with the MAARIF International schools and the Institute of material testing, Skopje.

Published papers in the academic year 2020 / 2021 are given in the self-evaluation report for 2020 / 2021 (Appendix 9.3.4, and Appendix 9.3.3). The number of published articles (Original Scientific, Review, Short Scientific Professional, and Popular Articles) in the academic 2020 / 2021 is 114, and participation in conferences are 95.

### 3. 8 Extra – Curricular Activities

Online events-presentations by experts from industry or well-known scholars were organized in the frame of every faculty. Some activities are given in the table below:

No.	Activity	Target groups	Period of realization
I.	<b>4<sup>th</sup> International Conference in Social Sciences and Humanities</b>		June 2021
II.	<b>3<sup>rd</sup> International Conference of Applied Sciences, Engineering and Mathematics</b>		June 2021
III.	<b>Workshops (online)</b>		

1.	ONLINE CSS AND JAVASCRIPT WORKSHOP FOR BEGINNERS! Length of the workshop: 4 weeks / 2 hours a session	High school students, IBU students and everyone interested to get the basic knowledge in web programming.	27.11 – 18.12.2020
2.	Implementation of EUROCODES in Construction, online workshop	Students in Civil Engineering, Architecture.	Fall-spring semester 2020 / 2021
<b>IV.</b>	<b>Webinars (online)</b>		
1.	Presentation of the architectural project and interior design of the Residential Complex Cevahir Sky City, Skopje. Invited Speaker from the Cevahir Architectural office for purpose of analyzing residential and apartment buildings in Skopje.	Student from Master studies, students in second, third and fourth year of Architecture and everyone interested.	Fall-spring semester 2020 / 2021
2.	Presentation of the architectural project and interior design of the Hotel Double Tree in Hilton, Skopje. Invited Speaker from the Hotel Double Tree in Hilton in Skopje for the purpose of analyzing interior design and architectural organization of hotel buildings.	Student from Master studies, students in second, third and fourth year of Architecture and everyone interested.	Fall-spring semester 2020 / 2021
3.	Presentation of Interior Design from different referent examples with gypsum construction materials from Knauf Company. Invited Speaker from the Knauf Company, lectures and presentation of specific building materials in Interiors of different types of referent buildings	Student from Master studies, students in second, third and fourth year of Architecture, Industrial Engineering, Civil Engineering and everyone interested.	Fall-spring semester 2020 / 2021
4.	Presentation of the architectural project and interior design of the Diamond Residence, Limak Holding. Invited Speaker from the Diamond Residence, Limak Holding for the purpose of analyzing interior design and architectural organization of hotel buildings.	Student from Master studies, students in second, third and fourth year of Architecture and everyone interested.	Fall-spring semester 2020 / 2021
5.	Webinar and virtual presentation of video presentation for seismology Research for Buildings from the Institute of seismology engineering and engineering seismology in Skopje, Invited Speaker from the Institute of earthquake engineering and engineering seismology in Skopje.	All students from Department of Civil Engineering and Department of Architecture.	Fall-spring semester 2020 / 2021
<b>V.</b>	<b>Online Video Presentation</b>		

1.	Online Video Presentation from seismology research for Aya Sofia in Istanbul and Mustafa Pasha Mosque in Skopje, video presentation of the historical heritage importance and the construction system explained by professors from Department of Civil Engineering, and Department of Architecture. Invited Speaker from the Institute of earthquake engineering and engineering seismology in Skopje.	All students from the Department of Civil Engineering and Department of Architecture.	Fall-spring semester 2020 / 2021
2.	Online Presentation of Architectural Projects and Animation from Master Students in the course Interior Design -advanced level, Assoc. Prof. Dr. Viktorija Mangaroska	Master students Everyone interested. All students of International Balkan University (IBU).	Fall-spring semester 2020 / 2021
3.	Online Public Presentation of Architectural Projects and Animation of the work of senior students. Mentor Assoc. Prof. Dr. Viktorija Mangaroska.	Students of the 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> year of the Department of Architecture Everyone interested. All students at IBU.	Fall-spring semester 2020 / 2021
<b>VI.</b>	<b>Virtual tours</b>		
1.	Virtual Tour of the Museum of Mustafa Kemal Atatürk in Bitola. Invited speaker from the Museum of Mustafa Kemal Atatürk in Bitola, about historical importance and significance of Mustafa Kemal Atatürk, his early life in Macedonia and Bitola, virtual presentation of the museum exhibition and his original clothing, virtual presentation of the characteristic documents kept from that historic period, Presentation of the Virtual tour of the Museum of Mustafa Kemal Atatürk.	Students of Master studies, students of the Department of Architecture. Everyone interested. All students of IBU.	Fall-spring semester 2020 / 2021
2.	Virtual visit to the Archaeological Museum of Macedonia and Presentation of the virtual city tour in Skopje Invited speaker from the Archaeological Museum of Macedonia, with specific examination of the cultural heritage archaeological findings in the territory of R. Macedonia, different archaeological historic periods, and the importance of cultural heritage for Architecture, target group:	Students of Master studies, students of the Department of Architecture. Everyone interested. All students of IBU.	Fall-spring semester 2020 / 2021



3.	Online site-visits of the companies.	Students of the Department of Civil Engineering and Architecture.	
<b>VII.</b>	<b>Competitions</b>		
1.	Architectural Student Virtual Competition of Architectural Project Program. Architectural Student Virtual Competition will be open only for the students of the Department of Architecture at IBU. In a defined time-frame, students in teams of maximum two students will work on a project. <b>Budget for the prizes.</b>	All registered students of the Department of Architecture at IBU.	Fall-spring semester 2020 / 2021
2.	Hackathon Activities Any student with certain criteria can enter: i. Suggestion, students to have passed CE-102/CE-201 course with $\geq 8.00$ c. Gifts for top 3 or 5. <b>Budget for the prizes.</b>	Computer engineering. Students at other departments at FENG. All IBU students.	
<b>VIII.</b>	<b>Online exhibition</b>		
	The online exhibition can be set as a web platform with a link from the University web-page and be constantly updated with new work. However, having the students' work publicly visible should be protected in the context of author's rights. In the case of photographs displayed, they should not be allowed to be downloaded. Students' work can be selected by the course instructors and delivered to the Media Centre of the University for post-processing of the digital material. In the case of photographs (jpeg format) can be framed with a template decided by Media Centre with University logo and short information about the work presented; for example: students' name & surname, department of Architecture, year of study and course name		
<b>IX.</b>	<b>Uni-career days</b>		
1.	Agreed Keynote Speaker, Maksut Gavaz (Co-founder of The Horizon and Turing Society Netherlands)	Students in Computer Engineering.	04.12.2020



	He will be talking about: a. His experiences in formal & non formal education b. How we can shape the education of the future c. A vision for the Balkans	All students at the Faculty of Engineering. Everyone interested. All students of IBU.	
2.	Cehavir Holding	All student of IBU.	11.12.2020 Pending Confirmation
3.	Halkbank AD Skopje	All student of IBU.	18.12.2020 Pending Confirmation
4.	Uni-career days are planned also for the second semester.	All student of IBU.	Spring semester 2020 / 2021
<b>X.</b>	<b>Inclusion of the experts from the Industry in the teaching process (Clinical teaching)</b>		
1.	Expert in the multimedia web design.	Students in Computer Engineering. All students at FENG. All IBU students	Fall-spring semester 2020 / 2021
2.	Grad. civ. eng. Ivo Velickovski from worldwide renowned company Fressynet Balkans.	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021
3.	Invited project presentation of large residential building by company "Kliko Gradba", Strumica	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021
4.	Materials for packaging, invited speaker	Students at the departments of Industrial and Civil Engineering	Fall semester 2020
5.	Total quality management, invited speaker Marija Stanojevska	Students at the departments of Industrial Engineering. All departments at FENG and FEAS	Spring semester 2020 / 2021
<b>XI.</b>	<b>Invited lecture / project presentation</b>		
1.	Invited Lecture, Asst. Prof. Dr. Denis Popovski, Faculty of Civil Engineering, UKIM, Skopje	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021
2.	Invited project presentation MSc. Ragip Behrami, PhD candidate at Institute of Earthquake engineering and Engineering Seismology, UKIM, Skopje.	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021
3.	Invited lecture / project presentation, Asst. Prof. Dr. Zijadin Guri, University of Prishtina, Faculty of Civil Engineering and Architecture.	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021
4.	Invited lecture, Asst. Prof. Dr. Mile Partikov, Faculty of Civil Engineering, UKIM, Skopje.	Students at the departments of Civil Engineering and Architecture.	Fall-spring semester 2020 / 2021

<b>XII.</b>	<b>From idea to project to reality: Student discussion in assigned groups</b>	All students at the faculty of Engineering	Fall-spring semester 2020 / 2021
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**Journals issued by the University:**

1. TURKISH STUDIES
2. TURKISH STUDIES-EDUCATIONAL SCIENCES JOURNAL
3. TURKISH STUDIES-SOCIAL SCIENCES JOURNAL
4. TURKISH STUDIES-LANGUAGE AND LITERATURE JOURNAL
5. TURKISH STUDIES-ECONOMIC-FINANCE-POLITICS JOURNAL
6. TURKISH STUDIES-HISTORICAL ANALYSIS JOURNAL
7. TURKISH STUDIES-INFORMATION TECHNOLOGY APPLIED SCIENCES JOURNAL
8. TURKISH STUDIES-COMPARATIVE RELIGIOUS STUDIES JOURNAL
9. IBU JOURNAL OF SOCIAL AND HUMAN SCIENCES
10. TRENDS IN ECONOMICS, FINANCE AND MANAGEMENT JOURNAL (TEFMJ)
11. JOURNAL OF LAW AND POLITICS
12. INTERNATIONAL JOURNAL OF EDUCATION & PHILOLOGY
13. INTERNATIONAL JOURNAL OF TECHNICAL AND NATURAL SCIENCES (IJTNS)
14. INTERNATIONAL JOURNAL OF INTERDISCIPLINARY STUDIES IN ART AND COMMUNICATION (IJISAC)

### 3.9 Guidance for Students

For every student in all study programs an adviser from the faculty members has been appointed by the Dean of the particular faculty. The advisor shall guide the student from the start since the enrolment to the study program until the end of her/his university life and help her/him solve her/his problems related to education and university life. Starting from academic 2019 / 2020, a new electronic Student Information System (SIS)- Hello system, offers completely online semester registration process.

Individual Registration Course Form (Appendix 9.11.3) has been issued for every student. This form is kept in three copies: one copy by the advisor, the second copy by the student and the third copy is sent to the Student Affairs Office. The advisor has to guide the student to register within the dates that are specified in the academic calendar; together with the student needs to choose and register the courses, solve the problems related to educational issues and university life. Courses registration is done in accordance to the university regulations. To secure sound execution of supervision service, each student's academic guidance will be reviewed by the relevant Dean.

Besides that, University has started to establish Career Center which will be a student service. It will provide linkages between students, alumni, and employers as they prepare to meet post-graduate and hiring goals. The IBU Career Center will be committed to providing support to undergraduates, graduate students, and alumni to make informed decisions about their futures by providing comprehensive resources, programs, and counseling on career development, internships, employment, and graduate school. Within the Career Center one Student Support Service is also established. The mission of Student Support Services (SSS) is to enhance the education of IBU University students by addressing their mental health concerns and promoting their healthy emotional and social development. SSS is committed to creating a safe, just and equitable learning environment in the university community.

### **3.10 Finance**

According to the regulations the board of trustees is responsible for any budget related issue. At IBU, the budget is formed according to needs of faculties and administrative departments. Rector fills out budget forms annually and sends it to the board of trustees. The other finance resources are student fees.

### **3.11 Management**

The Rector of International Balkan University is elected by the University Senate. Rector selects two Vice Rectors from the professors. The areas the Vice Rectors are in charge of are: personnel, information technologies, research, relations with industrial and civil institutions, schools, student affairs, culture and sports facilities, and library services, and administrative and financial affairs, construction affairs, strategy development, and international relations. Another unit within the body of the top management is the Office of Secretary General. The Secretary General is responsible for carrying out all the administrative affairs (Appendix 9.1.1).

Top bodies in the university administration are the University Senate. The Senate of the International Balkan University consists of: Rector of the University; Vice Rectors, without the right to vote, Deans of the faculties, one representative from each academic unit (faculties, institutes and schools), students' representatives, elected by the Students' Parliament of the University; Secretary General shall participate in the work of the Senate as a reporter, without the right to vote. The Senate meets upon the nominal invitation of the Rector when a decision-making is needed on academic issues and activities (Appendix 9.1.2).

## **4. INSTITUTIONAL NORMS AND CORE VALUES**

### **4.1. What is the University trying to do**

#### ***4.1.1. Chairman's Statement***

IBU University's norms and values are based on principles stated on behalf of the university by the Rector, Prof. Dr. Mehmet Dursun Erdem:

Dear friends,

On behalf of the International Balkan University, allow me to give you a brief introduction to our University. The International Balkan University is founded in 2006 by the Foundation for Education and Culture "ÜSKÜP". It is a foundation, non-profitable university, one of a kind in the Republic of North Macedonia. Located in the heart of the Balkans, IBU is a gathering point for students from all over the region, including Turkey. This makes IBU a multinational, multi-religious and multicultural institution. If we add the fact that IBU is English speaking, teaching

and learning medium, then we can conclude that the epithet “international” fits our University the best.

IBU has accredited programs for both undergraduate and postgraduate studies. In accordance with the trends in modern education, our study programs are specific and responsive to the challenges of today and tomorrow. There is also a Preparatory Programme for English Language for those students who lack sufficient knowledge of English, delivering around 1000 hours of teaching and practice within a year. If you plan to be an expert in a field such as engineering, architecture, economics, administrative sciences, fine arts, educational sciences, communication, humanities, and social sciences – then IBU is the place to be. What makes IBU exceptional is the fact that every academic year, we deliver a significant number of scholarships for students from all over the Balkans. In this way, our donors and supporters invest in successful students, by providing them educational support and great chances for immediate employment right after graduation. In regards to the tuition fees for undergraduate and postgraduate studies, IBU still remains the most affordable university in North Macedonia and wider in the region.

The academic programs of International Balkan University have been accredited by the Board of Accreditation of the Republic of North Macedonia, as well as by the prestigious Turkish Higher Education Council. Furthermore, starting in 2013, our degree programs are enlisted in the ÖSYS Booklet, thus creating an exclusive opportunity for Turkish students to easily enroll at IBU.

Confirmation for our committed work, qualified academic staff, dedication to research and investment, social responsibility and service came directly from the most reputational institution in the world which deals with university ranking. The track record of success saw IBU ranked as the best private university in North Macedonia in 2012 by the world-known Shanghai University Ranking, according to criteria specifically designed for ranking world academic institutions.

IBU is proud to have the most modern and equipped campus not only in North Macedonia, but wider in the region. We provide our staff and students with the latest educational and working standards as a ground for grasping new horizons and reaching greater achievements.

In the end, allow me to emphasize once again – our doors are widely open for students from Turkey and the Balkan region, as well as from other countries in the world.

IBU is a guarantee for qualitative and prosperous education. IBU is the most fortified bridge towards a successful career... all this, because we educate the leaders of tomorrow!

Prof. Dr. Mehmet Dursun Erdem  
Rector

#### ***4.1.2. Vision***

The vision of the International Balkan University is to become one of the foremost higher education institutions by graduating well-qualified students, with the aim of contributing to

the development cultural prosperity in Balkans, prosecution of stability and the region's economy.

#### ***4.1.3. Mission***

As a provider of high quality education, International Balkan University has adopted the mission of educating self-confident, multidimensional, socially responsible and globally competitive individuals. In addition, the university produces high quality scientific research that will contribute to technological and economic development in the region. With this mission in mind, International Balkan University aims to become a renowned international educational institution that sees cultural diversity as an asset, and that contributes to the development and stability of the Balkans by producing the best professional individuals who are ready to compete in the workforce.

#### ***4.1.4. Principles***

The principles are the basis which determines IBU daily attitude. These principles are internalized by IBU academic and administrative staff and become general rules.

1. *Pluralism*: To consider different ethnic identities, cultural trends as a whole in the frame of tolerance and synergy, and to work in a multiethnic structure.
2. *Equilibrium*: To be impartial on every kind of work or process taking into consideration the region's multiethnic and multicultural structure.
3. *Quality*: To achieve higher standards on the educative activities, on selecting academic stuff, the technology used documentation, research, projects and publications.
4. *Timely manner*: To finish the jobs and actions in time, promptly and satisfactory as requested, but without precipitance.
5. *Geniality*: To be polite, sensitive and genial on the educative activities, on the relations with the parents and the public.

#### ***4.1.5 Core Values, Norms and Strategies Objectives***

IBU University was established to develop society, science and knowledge, and work developed in this framework. Creating a modern scientific infrastructure will contribute to human resource development in natural and social sciences, by providing opportunities contemporary education in accordance with the needs of the country and the world.

Giving the importance of proper product knowledge and technology in university and graduate, and create opportunities to achieve the most developed technology, will contribute to growth of young well-mannered and productive. Using international experience, IBU through graduate programs, as and tradition of education and research, will enhance and meet the needs of scientists society in this context.

IBU University, following the institutionalization phase, based on the principles of justice, meritocracy and democratic participation, will create its traditions together with the employee and students.

Having established a knowledge management system in accordance with universally recognized principles, University along with the staff has a dynamic organizational structure. After identifying the objectives and educational goals, and output with the teaching of all activities will be focused towards outputs, in order to meet the needs of industry and application the dynamic and innovative programs.

The University provides student participation through "the University Student Council," in order participation of their representatives in decision-making levels of the institution.

In order to meet the daily needs of its students and employees, the University will operate with a functional and modern technology.

Over the last five years University has concentrated on the following aspects: establishing new regulations of study which are student-centered and responsive to students' needs; composing an innovative concept of study according to the principles of the Bologna process by introducing the credit-transfer system; implementing a system of assessment thus securing quality assurance in higher education through self-evaluation, including evaluation of academic staff at the University.

The quality issue in higher education is closely linked to the creation of a common European domain in higher education and, being of utmost importance, occupies a central position in the recommendations arising from the Bologna process. The major goals, which are considered to be of pivotal significance for generating the European domain in higher education, are the following:

- Adopting a system of easily discernible and comparable/compatible degrees; introduction of the Diploma Supplement.
- Introducing a system of study based on three cycles.
- Bringing forward the ECTS (European System for Transfer and Accumulation of Credits).
- Introducing the necessary European dimension in higher education.

Six core areas of the defined strategic priorities defined in 2019/2020 for the next five years are:

1. Development of Physical Capacity of IBU
2. Student capacity, academic / administrative personnel
3. Education Activities
4. Research and Publication Activities
5. International Academic Relations
6. Budget and Finance Plan

The development of the 2019/2020 Strategic Plan has allowed us to collectively explore the many ways in which we will continue to grow and develop the core areas.

## 4.2 Teaching and learning

### 4.2.1. First Cycle Studies

Every faculty develops their study programs, consistent with the University's mission. Being firstly approved by the Teaching Academic Council of the particular faculty, study programs are then validated by Rector's Board and University Senate. Study programs are accredited by the Accreditation Board and the decision of the start of study programs (licensing) is given by the Board of Evaluation, in conjunction with the Ministry of Education and Science of Republic of Macedonia.

The Faculties designed their programs of study at the first cycle level in order to achieve the following (Appendix 9.8):

- The student overload to be in accordance with the scope of subject material.
- More elective courses in order students to have a greater variety of choices to suit their personal affinities.
- Launch new forms of continuous assessment through homework assignments and seminar papers in addition to the existing midterm and final exams.
- Quantify the scope of knowledge and skills by introducing the system of accumulation and transfer of credits.

The Double Major programs of the university are highly flexible. There are many free elective courses to be taken among different disciplines. This unique approach provides our students with various skills.

Generally speaking, the University favors the interdisciplinary approach in the study programs which engages the involvement of more than one faculty, academic staff and equipment (Appendixes 9.8; 9.9).

### 4.2.2 Second cycle studies

Study programs in second cycle existing at IBU are **International Economics Relations** and **Business Administration** at the Faculty of Economics and Administrative Sciences; **Industrial Engineering**, **Computer Engineering**, **Architecture**, and **Structural Engineering** at the Faculty of Engineering; Study program **Public Relations** at the Faculty of Communications, **Graphic Design** and **Visual Arts** at the Faculty of Art and Design, Study programs **English Language Teaching** and Turkish language and Literature at the Faculty of Education, Study program **Clinical Teaching** at the Faculty of Humanities and Social Sciences and study programs **Administrative Law** and **International Law** at the Faculty of Law (Tables 2.1.). The process of preparing proposals for new first and second cycle study programs at all faculties and third cycle of studies at IBU is going on.

### 4.2.3 Third cycle studies

At the moment, IBU has three study programs accredited in the third cycle of studies- Turkish Language and Literature at the faculty of education, Economics at the Faculty of Economics and Administrative Sciences, and Computer Engineering, at the Faculty of Engineering.

### **4.3. Constraints**

#### ***4.3.1 Selection and appointment of academic staff***

According to the current Law of Higher Education (LHE), universities are free to select and appoint teaching and research personnel. The Board of Trustees gives the ultimate decision about the recruitment of an employee at International Balkan University. Issues about appointment and promotion are discussed by the Executive Board and then approved by the Rector.

After the establishment period, the university adopted a recruitment approach to attract young and successful academicians, not only from Macedonia but from abroad as well. IBU follows current criteria for selection and promotion of the academic staff given by LHE (Appendix 9.10- Bulletins).

#### ***4.3.2 Selection and appointment of administrative staff***

Another important constraint is the difficulty in finding qualified administrative staff. This difficulty especially impedes the work of Legal and Human Relation Office and Office of Student Affairs.

#### ***4.3.3 Selection of Students***

The admission of students to Macedonian universities is administered through a central examination system which does not give autonomy to universities.

Freshman quotas are set by IBU based on the number of students stated in the Decision for accreditation of the study program, issued by the Board of Accreditation and the space capacity.

#### ***4.3.4 Teaching and Learning Constraints***

The official approval procedures of the Higher Education Accreditation Board for new study programs are relatively long, which cause long and tedious establishment and formation processes of new programs and faculties. During creation of the curricula the Law of Higher Education, as well as the National Qualification Framework is followed. The state administration does not interfere with didactic approaches.

In order to create the bond with the external share – holders, IBU is organizing so called career days, where companies present themselves, explaining their areas of working, as well as the criteria for the possible employment. In the frame of these career days companies collect CVs of interested students and perform interviews.

COVID-19 crises forced the global lockdowns and abrupt restrictions of all aspects of life including conversion of conventional face-to-face instruction to the online format. Virtual classrooms have become a significant part of the education, requiring the immediate transition of the face-to-face classes to the online mode. On the other hand, the academic



staff was provided only with deficient information consisting mainly of technological help, without paying attention about the pedagogical issues, considered as most suitable in virtual classrooms to maintain the quality in education. Also, the application of digital technologies in the online settlement increased, and thus the need for raising the awareness of teachers about the application of digital tools in the improvement of the teaching efficiency. A lot of studies advocated the different role that teachers have in online instructions compared with the teaching in the traditional classroom settlements. The new role of instructors requires training and institutional support.

The successful realization of the online study programs relies on the provision of suitable tools supporting online teaching and assessment arrangements.

The transition from traditional on-site to an online education requires longer planning and preparation, involving the teacher's familiarity with digital learning and instruction tools, as well as the application of the suitable pedagogical approach. So, the emerged adaptation toward online teaching format is recognized as remote teaching. An additional concern is the minimization of plagiarism and cheating during exams. Therefore, the creation of the system for fair and generally accepted assessment approaches in the virtual environment is quite challenging.

Providing quality in the online teaching requires a combination of the following segments teaching and learning techniques, methods for the evaluation of the gained students' knowledge and skills; application of technology that makes the planned things feasible; human and material resources needed for the realization of the selected methods. The question is how to measure the quality of online education?

Indicators of quality in teaching and learning are learning outcomes, interactions between the participants in the education process (student-students, student-content and student-academic staff), their satisfaction and the motivation. An interaction is hard to be achieved when the online teaching is prepared quickly, i.e., when the material is delivered by the teaching staff and later used by students to work and study.

The first step in the quality assurance of the study program is its accreditation by the national and international authorities. Many programs that substituted classical teaching and learning with the online format with the start of the World health COVID-19 crisis, haven't been accredited for this mode of education. Social interactions and communication approaches are not included in the design of classical programs while being critical for the online environment. The design of the curriculum, the course content and the course material need to facilitate the three types of interactions student-material, student-students, and teacher-learner. Studies focused on the interactions confirmed that in online education they are difficult to be achieved. Factors showing unsuccessful online teaching include isolation - when students cannot interact with their peers; lack of computer skills, frequent technical difficulties and educational deficiencies. Yet, if the interactions are planned and integrated well, their realization and how they are achieved may increase the learning outcomes. Online teaching recognizes learning as both, a social and a cognitive process, not merely a matter of information transmission.

Internet connections and other technical problems obstruct effective online teaching. Organization offering online education needs to provide technical assistance for students and academic staff.

An additional drawback for the online settings is the ethical problems such as lack of honesty, integrity and reliability among the students. Some perceptions are that there are more

opportunities for cheating, plagiarism and dishonest practices. The education institutions develop policies, procedures and guidelines to minimize or eliminate these ethical issues. There is a general perception that the quality of education in an online environment is lower than the education performed in onsite settings. Some organizations, while they are not qualified, attempt to gain profit offering online education. This is considered as a reason for the negative attitude toward online teaching and learning.

#### ***4.3.5 Research constrains***

Academic staff is encouraged to apply for external, particularly EU funds, but for a project proposal to be evaluated positively, some previous results/papers should be published to support the project proposal. That means prior-submission research activities are needed that withdraw the need for research capacities and funds. On one hand, the academic staff relies on their own relations for establishing some research, but on the other hand, some of the projects and/or prior submission research activities might be financially supported by the University. The fund has not been established yet. To increase research capacities, the establishment of a Research Center needs to be initiated.

Participation of the lecturers in international scientific meetings and projects is limited because they do not have financial support from the University.

It was shown that [11] COVID-19 pandemic interrupted the research activities, too. With the closure of the research labs, international research mobility was disrupted, changing the collaborations to the remote mode. With the risk of delays in the European Commission funds for the research projects, the additional obstacle has been in front of the research activities. Nevertheless, there is an opinion that research will continue online with increasing interdisciplinary and profound collaboration among universities [11]. The research activities of the IBU staff are given in Appendix 9.4.

#### ***4.3.6 Finance constrains***

There are essentially no financial constraints regarding teaching and learning processes. The board of trustees of the foundation is planning investment approaches that are carried out by the administrative staff of the university. However, there is some difficulty securing funds for research and travelling abroad.

#### ***4.3.7 Job Opportunities***

##### ***4.3.7.1. Evaluation of the Current National Job Market***

Constraints in job opportunities are dependent on national conditions. Any negative change in economic conditions affects the job market directly. The professional advantage of being equipped with foreign language skills makes IBU especially attractive for candidate students.

#### *4.3.7.2 Evaluation of Constraints of the Infrastructure*

The constraints about the teaching infrastructure have been overcome with the movement in the new Campus. But, as the number of student grows, with only one building available for educational activities, IBU again will be faced with spacing constraints, unless the additional buildings will not be constructed.

#### *4.3.7.3 Evaluation of Student-Staff Ratio*

IBU has a total of 83 permanent teaching staff members (13 full professors, 12 associate professors, 23 assistant professors, 35 teaching assistants) and 26 part-time teaching staff members (4 full professors, 2 associate professors, 9 assistant professors, 11 teaching assistants). In addition, there are 7 lecturers in English Language School (Preparatory Program). The total number of academic staff members is 112 (for detailed information on figures of students and staff, please refer to Appendix 9.3- Program Self Evaluation Report for 2020-2021).

At the moment, there are 1385 students (215 attending the English Preparatory Program and 1085 attending the first cycle program, 76 the second cycle and 9 students attending the third cycle). The student-academic staff ratio for first cycle study is 21.98. Approximately 52% of the academic and teaching staff members are female. The university has a total of about 40 administrative staff members, 30% of whom are female.

### **4.4 How is the University Trying to Do?**

#### ***4.4.1 Academically Related Activities and Bodies***

According to the LHE, the highest academic position of the university is the Rector. The Vice-Rectors assist the rector in academic issues. The main platform for academic issues is the Senate. In faculties this role is carried out by the Faculty Academic Councils. The Senate usually assigns committees to carry out specific *ad hoc* and continuing tasks.

Many faculties and departments are organizing academic seminars (clinical teaching) open to the students and the public.

The forthcoming high-priority targets of the IBU will be to increase the quality of education and to emphasize research activities.

The university offers the possibility to publish the academic research and studies carried out by the academic staff of the university in journals issued by the faculties of IBU:

- IBU JOURNAL OF SOCIAL AND HUMAN SCIENCES
- TRENDS IN ECONOMICS, FINANCE AND MANAGEMENT JOURNAL (TEFMJ)
- JOURNAL OF LAW AND POLITICS
- INTERNATIONAL JOURNAL OF EDUCATION & PHILOLOGY
- INTERNATIONAL JOURNAL OF TECHNICAL AND NATURAL SCIENCES (IJTNS)
- INTERNATIONAL JOURNAL OF INTERDISCIPLINARY STUDIES IN ART AND COMMUNICATION (IJISAC)

as well as in the Journals Turkish Studies Series, covering different research areas:

- TURKISH STUDIES
- EDUCATIONAL SCIENCES JOURNAL
- SOCIAL SCIENCES JOURNAL
- LANGUAGE AND LITERATURE JOURNAL
- ECONOMIC-FINANCE-POLITICS JOURNAL
- HISTORICAL ANALYSIS JOURNAL
- INFORMATION TECHNOLOGY APPLIED SCIENCES JOURNAL
- COMPARATIVE RELIGIOUS STUDIES JOURNAL

#### ***4.4.2 Administrative Activities***

The highest administrative body of the university is the Board of Trustees, directed by the Chairperson of the Board. The Rector is a member of the board and reports directly to the Chairperson. The Rector is also a member of the Board of Rectors of the Conference of the private higher education institutions in North Macedonia and a member Inter-University Conference (consisting of 6 state and 7 private universities).

Two Vice Rectors and the Secretary General assist the Rector. The first Vice Rector is concerned with academic issues. The second one is concerned with financial and administrative matters. The Secretary General is responsible for all other administrative issues.

The Vice Rectors and the Secretary General, as well as the Rector himself, are members of the Senate, which is the central governing body of the university. Members of the Senate are selected professors from the faculties and the two co - Presidents of the Students' Council.

A Dean is assigned by the Rector. The Dean may assign up to three Vice Deans. At this moment only Deans of the faculties are assigned. The Dean, all professors and all assistants are member of the Faculty Council.

#### ***4.4.3 The Electronic Transformation System in Administrative Processes***

IBU have prepared automation system (Hello system) that accumulates information, but also facilitates the functioning of the Students Affairs Office in a productive way through providing the annual auditing reports that are requested from the university by official institutions.

Hello system includes also students' information system that enables precise analysis of the students' registrations and success, also other segments such as information about teaching process, academic staff etc.

## **5. QUALITY MONITORING AND QUALITY MANAGEMENT**

### **5.1 National Higher Education Quality Monitoring Policy**

In the Republic of North Macedonia the quality management approach for academic issues is based on regulations for academic promotion and appointments.

The Ministry of Education and Science administratively inspects all universities on an annual basis. Therefore, the university should prepare all documentation (Appendix 9.1) and before the inspection visit of a group Inspection body. During the inspection visit, the board carries out an assessment process and reports findings directly to the Ministry of Education and Science.

In May 2018 the Government of the Republic of Macedonia accepted a new Law on Higher Education, according to which three bodies needs to be established: Board for accreditation, Boards of Evaluation, and National Quality Agency.

### **5.2 Student Feedbacks**

As the most important stakeholder of education, the students are given questionnaires to obtain their comments on the existing practices of teaching and education and their level of satisfaction about the services provided by the University.

The data gathered by the questionnaires of 2020 -2021 will be used in redefining the mission and vision statements of IBU, as well as will be taken into consideration in updating of the strategic planning practices of the University. The University is determined to conduct these surveys in a more regular fashion in the forthcoming years. Student performance may also be estimated through the dropout rates in the first year.

### **5.3 Academic Staff Evaluations**

IBU has an evaluation form to measure and track the performance of faculty members in teaching, research. (Appendix 9.11-Templates: 9.11.1 Academic's Yearly Performance Report-AYPERs).

As was mentioned before in this report, research is the natural responsibility of all members of the academic staff. The number of publications in referred journals, the number of externally funded projects, participation in the scientific meeting, number of internally and externally funded projects are the major indicators for research. Annual Activity reports are collected from all units and statistics on research and teaching are meticulously kept (Appendix 9.4).

### **5.4 Student Success Report (Course success report)**

In order to follow students' success, the academic staff prepares report every semester, for every course taught. These reports are have been evaluated by Rector's board (Appendix 9.11.6). The IBU needs to further develop regulations on proposing, accepting and monitoring of student assessments that will help in order to achieve the following:

- a. Describe unambiguously the worth, merit, or value of the work accomplished,
- b. Improve the capacity of students to identify good work, that is, to improve their self-evaluation or discrimination skills with respect to work submitted,
- c. Stimulate and encourage good work by students,
- d. Communicate the teacher's judgment of the student's progress,
- e. Inform the teacher about what students have and haven't learned,
- f. Select people for rewards or continued education.

## **5.5 Administrative Staff Evaluation**

For now, there is not established tool for evaluation of the administrative staff.

## **5. 6 Independent Finance Auditing**

The University was audited by Foundation Audit Committee once per year and this Committee prepares reports.

## **6. HOW DOES THE INSTITUTION CHANGE IN ORDER TO IMPROVE?**

Quality improvement activities in education have been continuing. Double major program opportunities in the faculties, English Preparatory Program, the usage of ECTS studies, possibility of Erasmus+ and Mevlana Exchange mobility programs are good examples. Until now, IBU has signed more than 200 bilateral agreements in total, 120 Erasmus+ agreements and Mevlana exchange program agreements drawing a map of more than 40 countries around the world. These recruitment efforts will continue within the strategic plan.

IBU was ranked as the best private university in Macedonia in 2012, as well as the best university on national level in the category of Teaching and Learning in 2016 by the internationally recognized Shanghai University Ranking.

So far, IBU is an associate member of the European University Association (EUA), a founding member of the Balkan Universities Association (BUA), member of the Eurasian Universities Union (EURAS) and member of the Euro-Mediterranean universities (EMUNI).

All strategic planning activities will be conducted in consistent with the regulations and laws in the Higher Education.

The Institutional planning mechanism involves the participation of all levels of academicians and academic units as described previously. Institutional adaptability to respond to the societal needs and demands should be increased in the next years.

The University is very conscious of the needs of the society and aims to contribute extensively to the improvement of social conditions. Similarly, the University is very eager to improve and increase its relations with international organizations and institutions. It will encourage all academic staff to collaborate with their colleagues abroad at all levels.

The table below shows the staff and students mobilities during the academic year 2020 /2021.

**Table 1** Cancelled / postponed student and staff mobility

	Incoming Students	Outgoing Students	Incoming Staff		Outgoing Staff	
			Teaching	Training	Teaching	Training
Planned Mobility	42	36	3	22	10	10
Successfully Finished	18	36	3	20	7	13
Cancelled/ Postponed	24	0	0	2	0	0

## 6.1 International memberships of IBU

1. International Balkan University become a member in the Euro-Mediterranean University (EMUNI University) Association, a network of more than 130 universities from 33 different countries of the Euro-Mediterranean region.

2. International Balkan University CELTA Centre has been entitled as an Authorized Centre in the Republic of North Macedonia by the Cambridge Assessment English, part of the University of Cambridge. The Certificate in Teaching English to Speakers of Other Languages (CELTA) is an initial training course in English Language teaching (ELT). It is one of the Cambridge Assessment English certificates and diplomas provided for teachers. As CELTA is awarded by Cambridge Assessment English, part of the University of Cambridge, it is internationally recognized, highly respected and it presents a benchmark for quality. The CELTA is the most widely recognized and accepted TESOL certificate.

So far, IBU is an associate member of the European University Association (EUA), a founding member of the Balkan Universities Association (BUA) and member of the Eurasian Universities Union (EURAS).

## 6.2 List of European projects

- iTeach project "Improving Teaching Effectiveness in Chemical Engineering Education" –Project No. 539959-LLP-1-2013-1-UK-ERASMUS-EQR
- Student and Staff Mobility (KA103) Project No. 2014-1-MK01-KA103-000029
- Student and Staff Mobility (KA103) Project No. 2015-1-MK01-KA103-002793
- Student and Staff Mobility (KA103) Project No. 2016-1-MK01-KA103-021532
- Student and Staff Mobility (KA107) Project No. 2016-1-MK01-KA107-021621
- Student and Staff Mobility (KA103) Project No. 2017-1-MK01-KA103-035189
- Student and Staff Mobility (KA103) Project No. 2018-1-MK01-KA103-046837
- Student and Staff Mobility (KA103) Project No. 2019-1-MK01-KA103-060222
- Student and Staff Mobility (KA107) Project No. 2019-1-MK01-KA107-060228
- Student and Staff Mobility (KA103) Project No. 2020-1-MK01-KA103-077467
- Student and Staff Mobility (KA107) Project No. 2020-1-MK01-KA107-077597
- Student and Staff Mobility (KA103) Project No. 2021-1-MK01-KA131-HED-000010535

- Twinning Project MK 13 IPA SO 02 15 "Further improvement of the system for development and implementation of the National Qualifications Framework (NQF)"
- Twinning Project MK 13 IPA SO 01 16 R "Developing cooperation between higher education institutions, the private sector and relevant public bodies"
- ELSE – "Eco/logical Learning and Simulation Environments in Higher Education" Project No: 2018-1-IT02-KA203-048006 Мобилност на студентите преку Еразмус и Мевлана Програмите за мобилност
- Erasmus University Charter 256934-IC-1-2010-1-MK-ERASMUS-EUC-1

### 6.3 List of Enterprises with signed cooperation under Erasmus+

#### ERASMUS+ INTER-INSTITUTIONAL AGREEMENTS

#### KA 103: Programme Countries & KA107: Programme and Partner Countries

No	University	City	Date	Departments
<b>ALBANIA</b>				
1.	University of New York Tirana	Tirana	2020- 2023	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Business administration</li> <li>• Banking and finance</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Legal studies</li> <li>• Administrative law</li> </ul>
2.	University of Vlora "Ismail Qemali"	Vlora	2021- 2027	<ul style="list-style-type: none"> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>
3.	Aldent University	Tirana	2021- 2027	<ul style="list-style-type: none"> <li>• Dental medicine</li> <li>• Nursing</li> </ul>
4.	University College of Business	Tirana	2021- 2027	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Political sciences</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> </ul>



				<ul style="list-style-type: none"> <li>• Computer engineering</li> </ul>
<b>ALGERIA</b>				
5.	Sidi Bel-Abbes University	Sidi Bel-Abbes	2021-2027	<ul style="list-style-type: none"> <li>• Visual arts</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Dental medicine</li> <li>• Midwifery</li> </ul>
<b>AZERBAIJAN</b>				
6.	ADA University	Baku	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Political sciences</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Computer engineering</li> </ul>
7.	Azerbaijan State University of Economics (UNEC)	Baku	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Economics</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> </ul>
<b>BANGLADESH</b>				
8.	Daffodil International University	Dhaka	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> </ul>
<b>BELGIUM</b>				

9.	Haute Ecole de la Province de Liege (EWP Dashboard)	Liege	2021-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Industrial engineering management</li> </ul>
<b>BOSNIA AND HERZEGOVINA</b>				
10.	International University of Sarajevo	Sarajevo	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Industrial engineering</li> <li>• Architecture</li> </ul>
11.	Pan-European University Apeiron	Banja Luka	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Business administration</li> <li>• Banking and finance</li> <li>• Computer engineering</li> <li>• Graphic design</li> <li>• Legal studies</li> <li>• Administrative law</li> </ul>
12.	University College "CEPS - Center for Business Studies"	Kiseljak	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Nursing</li> </ul>
13.	University of East Sarajevo	East Sarajevo	2021 - 2027	<ul style="list-style-type: none"> <li>• Dental medicine</li> <li>• Nursing</li> </ul>
<b>BULGARIA</b>				
14.	The D.A. Tsenov Academy of Economics (EWP Dashboard)	Svishtov	2021-2027	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business administration</li> </ul>
15.	Trakia University (EWP Dashboard)	Stara Zagora	2021-2029	<ul style="list-style-type: none"> <li>• Fashion design</li> <li>• International economic relations</li> <li>• Management</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>
16.	International Business School	Botevgrad	2018-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Management and administration</li> <li>• Inter-disciplinary programs and qualifications involving business, administration and law</li> </ul>

17.	Vasil Levski National Military University (EWP Dashboard)	Veliko Tarnovo	2014-2021	<ul style="list-style-type: none"> <li>English language teaching</li> <li>Political sciences</li> <li>Psychology</li> <li>Psychological counselling and guidance</li> <li>Management</li> <li>Industrial engineering</li> <li>Computer engineering</li> <li>Architecture</li> <li>Civil engineering</li> </ul>
18.	New Bulgarian University (EWP Dashboard)	Sofia	2014-2021	<ul style="list-style-type: none"> <li>Psychology</li> <li>Political sciences</li> <li>Computer engineering</li> </ul>
19.	South-West University "Neofit Rilski"	Blagoevgrad	2021-2022	<ul style="list-style-type: none"> <li>International economic relations</li> <li>Management</li> <li>Business administration</li> <li>Banking and finance</li> <li>Political sciences</li> <li>Public relations</li> <li>New media and communications</li> <li>Legal studies</li> </ul>
20.	Higher School of Security and Economics	Plovdiv	2019-2023	<ul style="list-style-type: none"> <li>Management</li> <li>Banking and finance</li> </ul>
21.	University of Chemical Technology and Metallurgy (EWP Dashboard)	Sofia	2021-2029	<ul style="list-style-type: none"> <li>Industrial management</li> <li>Industrial engineering</li> <li>Architecture</li> <li>Civil engineering</li> <li>Structural engineering</li> </ul>
<b>CROATIA</b>				
22.	Business School PAR	Rijeka	2021-2027	<ul style="list-style-type: none"> <li>Business administration</li> <li>Management</li> </ul>
23.	College of Applied Sciences Lavoslav Ruzicka (EWP Dashboard)	Vukovar	2021-2027	<ul style="list-style-type: none"> <li>Management</li> <li>legal studies</li> </ul>
24.	Zagreb School of Economics and Management	Zagreb	2021-2027	<ul style="list-style-type: none"> <li>International economic relations</li> <li>Management</li> <li>Business administration</li> <li>Banking and finance</li> <li>Industrial management</li> </ul>
25.	Josip Juraj Strossmayer University of Osijek	Osijek	2021-2027	<ul style="list-style-type: none"> <li>Psychological counseling and guidance</li> <li>English language teaching</li> <li>Economics</li> <li>Psychology</li> <li>New media and communications</li> <li>Banking and finance</li> <li>Management</li> <li>Business administration</li> <li>Administrative law</li> <li>International law</li> <li>Computer engineering</li> <li>Architecture</li> <li>Civil engineering</li> <li>Structural engineering</li> <li>Dental medicine</li> <li>Nursing</li> </ul>

				<ul style="list-style-type: none"> <li>• Midwifery</li> </ul>
<b>CYPRUS</b>				
26.	University of Cyprus	Nicosia	2018-2020	<ul style="list-style-type: none"> <li>• Management and administration</li> </ul>
<b>CZECH REPUBLIC</b>				
27.	Institute of Technology and Business in České Budějovice (EWP Dashboard)	Ceske Budejovice	2021-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Civil engineering</li> </ul>
<b>EGYPT</b>				
28.	Mansoura University	Mansoura	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Dental medicine</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>
<b>EL SALVADOR</b>				
29.	Universidad de Oriente (UNIVO)	San Miguel	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• International economic relations</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Management</li> <li>• Legal studies</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Nursing</li> </ul>

<b>ESTONIA</b>				
30.	TTK University of Applied Sciences (EWP Dashboard)	Tallinn	2021-2029	<ul style="list-style-type: none"> <li>• Fashion design</li> <li>• Management</li> <li>• Industrial engineering management</li> <li>• Civil engineering</li> </ul>
<b>FRANCE</b>				
31.	ICES Institut Catholique d'Etudes Supérieures	La Roche	2021-2022	<ul style="list-style-type: none"> <li>• Law</li> <li>• Political Sciences</li> <li>• Languages</li> <li>• Economics</li> </ul>
32.	CESI Graduate School of Engineering	Paris	2021-2027	<ul style="list-style-type: none"> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• English language teaching (staff only)</li> </ul>
<b>GEORGIA</b>				
33.	Tbilisi State University "Ivane Javakishvili"	Tbilisi	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Banking and finance</li> <li>• Public relations</li> <li>• New media and communications</li> <li>• Psychology</li> <li>• Dental medicine</li> </ul>
34.	Business and Technology University	Tbilisi	2021-2027	<ul style="list-style-type: none"> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> </ul>
<b>GERMANY</b>				
35.	Weißensee Academy of Art Berlin	Berlin	2014-2021	<ul style="list-style-type: none"> <li>• Design</li> <li>• Graphic design</li> <li>• Visual communication</li> </ul>
36.	THM University of Applied Sciences Mittelhessen (EWP Dashboard)	Giessen	2014-2021	<ul style="list-style-type: none"> <li>• Management</li> <li>• Computer engineering</li> </ul>
<b>JORDAN</b>				
37.	Jordan University of Science and Technology	Irbid	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• New media and communications</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Dental medicine</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>

IRAN				
38.	Imam Javad Educational Institute	Yazd	2021-2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>Architecture</li> </ul>
ITALY				
39.	University of Foggia	Foggia	2021-2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>International economic relations</li> <li>Management</li> <li>Business administration</li> <li>Legal studies</li> <li>Administrative law</li> <li>Dental medicine</li> <li>Nursing</li> </ul>
40.	University of Pisa	Pisa	2020-2025	<ul style="list-style-type: none"> <li>Psychology</li> </ul>
41.	Libera Università degli Studi Maria Ss. Assunta (LUMSA)	Rome	2021-2027	<ul style="list-style-type: none"> <li>International economic relations</li> <li>Psychology</li> <li>Clinical psychology</li> <li>New media and communications</li> <li>Banking and finance</li> <li>Management</li> <li>Business administration</li> <li>Legal studies</li> </ul>
42.	UNINT University of the International Studies	Rome	2021-2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>International economic relations</li> <li>Banking and finance</li> <li>Management</li> </ul>
43.	University of Bari Aldo Moro (EWP Dashboard)	Bari	2021-2029	<ul style="list-style-type: none"> <li>Computer engineering</li> </ul>
KOSOVO				
44.	RIT Kosovo (A.U.K.)	Prishtina	2021-2027	<ul style="list-style-type: none"> <li>Graphic design</li> <li>International economic relations</li> <li>Political sciences</li> <li>Banking and finance</li> <li>Management</li> <li>Computer engineering</li> </ul>
45.	Universum College	Prishtina	2021-2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>Graphic design</li> <li>Fashion design</li> <li>Economics</li> <li>Political sciences</li> <li>Legal studies</li> <li>Computer engineering</li> <li>Dental medicine</li> <li>Nursing</li> </ul>
46.	College of Medical Sciences "Rezonanca"	Prishtina	2021-2027	<ul style="list-style-type: none"> <li>Dental medicine</li> <li>Nursing</li> <li>Midwifery</li> </ul>
47.	UBT – Higher Education Institution	Prishtina	2021 - 2027	<ul style="list-style-type: none"> <li>Psychological counseling and guidance</li> <li>English language teaching</li> <li>Graphic design</li> <li>Fashion design</li> <li>Visual art</li> <li>International economic relations</li> </ul>

				<ul style="list-style-type: none"> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Dental medicine</li> <li>• Nursing</li> </ul>
<b>LATVIA</b>				
48.	Ventspils University College	Ventspils	2021-2022	<ul style="list-style-type: none"> <li>• Business and administration</li> <li>• Computer science</li> </ul>
49.	Riga Building College	Riga	2021-2027	<ul style="list-style-type: none"> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
<b>LITHUANIA</b>				
50.	Vytautas Magnus University	Kaunas	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Political science</li> <li>• Public relations</li> <li>• Economics</li> <li>• Finance</li> <li>• Management</li> </ul>
51.	SMK University of Applied Sciences	Vilnius	2021-2027	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• New media and communications</li> <li>• Management</li> <li>• Public relations</li> <li>• Computer engineering</li> <li>• Nursing</li> </ul>
52.	Lithuania Business University of Applied Sciences (EWP Dashboard)	Klaipeda	2022-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Computer engineering</li> </ul>
53.	European Humanities University (EWP Dashboard)	Vilnius	2021-2029	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• International economic relations</li> <li>• New media and communications</li> <li>• International law</li> </ul>
<b>MALTA</b>				
54.	Malta College for Arts, Science and Technology (EWP Dashboard)	Paola	2021-2029	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Civil engineering</li> <li>• Nursing</li> </ul>

MONTENEGRO				
55.	University of Donja Gorica (UDG)	Podgorica	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual art</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> </ul>
56.	University "Adriatic" Bar	Tivat	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> </ul>
PALESTINE				
57.	Hebron University	Hebron	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Computer engineering</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>
58.	Al-Aqsa University	Gaza	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Visual arts</li> <li>• Nursing</li> </ul>
POLAND				
59.	War Studies University	Warsaw	2014-2022	<ul style="list-style-type: none"> <li>• Political sciences and civics</li> <li>• Business administration</li> <li>• Management and administration</li> <li>• Economics</li> </ul>



60.	AGH University of Science and Technology	Krakow	2017-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Political science</li> <li>• History teaching</li> <li>• Public relations</li> </ul>
61.	Jesuit University Ignatianum in Krakow	Krakow	2014-2021	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Psychology</li> </ul>
62.	University of Lodz (EWP Dashboard)	Lodz	2018-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Social science and humanities</li> <li>• Banking and finance</li> <li>• Information technologies</li> </ul>
63.	The Academy of Business and Health Sciences	Lodz	2014-2021	<ul style="list-style-type: none"> <li>• Psychology</li> </ul>
64.	Bialystok University of Technology	Bialystok	2021-2027	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
65.	Adam Mickiewicz University, Poznan	Poznan	2014-2021	<ul style="list-style-type: none"> <li>• Psychology</li> <li>• Political sciences</li> <li>• Psychological counselling and guidance</li> <li>• English language teaching</li> <li>• Law</li> </ul>
66.	University of Business and Administration	Gdynia	2014-2021	<ul style="list-style-type: none"> <li>• Business Administration</li> <li>• Law</li> </ul>
67.	The Pontifical University of John Paul II in Krakow	Krakow	2019-2021	<ul style="list-style-type: none"> <li>• Communication and Journalism</li> <li>• Humanities</li> <li>• Public Relations</li> </ul>
68.	University College of Enterprise and Administration in Lublin	Lublin	2014-2021	<ul style="list-style-type: none"> <li>• Management</li> <li>• Computer engineering</li> <li>• Architecture</li> </ul>
69.	Powislanski College in Kwidzyn (EWP Dashboard)	Kwidzyn	2021-2029	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Computer engineering</li> <li>• Nursing</li> </ul>
70.	University of Humanities and Economics in Lodz	Lodz	2021-2027	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> </ul>
<b>PORTUGAL</b>				
71.	Polytechnic Institute of Braganca (EWP Dashboard)	Braganca	2021-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business Administration</li> <li>• Computer Engineering</li> </ul>
72.	University Institute of Maia (EWP Dashboard)	Maia	2021-2029	<ul style="list-style-type: none"> <li>• Psychology</li> <li>• Management</li> <li>• Graphic design</li> </ul>
<b>ROMANIA</b>				
73.	University of Bucharest	Bucharest	2017-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Political sciences</li> </ul>

				<ul style="list-style-type: none"> <li>• International relations and European studies</li> </ul>
74.	University "Andrei Saguna" din Constanta	Constanta	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• Public relations</li> </ul>
75.	University of Pitesti	Pitesti	2014-2020/21	<ul style="list-style-type: none"> <li>• Foreign languages</li> </ul>
76.	Transilvania University (EWP Dashboard)	Brasov	2021-2028	<ul style="list-style-type: none"> <li>• Management</li> <li>• Industrial engineering</li> </ul>
<b>RUSSIA</b>				
77.	Dostoevsky Omsk State University	Omsk	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Management</li> <li>• Legal studies</li> </ul>
78.	Peoples' Friendship University of Russia (RUDN University)	Moscow	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> <li>• Political sciences</li> <li>• New media and communications</li> <li>• Management</li> <li>• Legal studies</li> <li>• International law</li> <li>• Dental medicine</li> </ul>
<b>SERBIA</b>				
79.	University of Nis	Nis	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political science</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Dental medicine</li> <li>• Nursing</li> </ul>

				<ul style="list-style-type: none"> <li>• Midwifery</li> </ul>
80.	University of Novi Pazar (EWP Dashboard)	Novi Pazar	2021-2028	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• Computer engineering</li> </ul>
81.	Megatrend University	Serbia	2021-2027	<ul style="list-style-type: none"> <li>• Graphic Design</li> <li>• Fashion Design</li> <li>• International Economic Relations</li> <li>• Economics</li> <li>• Political Sciences</li> <li>• New Media and Communications</li> <li>• Banking and Finance</li> <li>• Management</li> <li>• Business Administration</li> <li>• Public Relations</li> <li>• Legal Studies</li> <li>• Administrative Law</li> <li>• Computer Engineering</li> </ul>
<b>SLOVENIA</b>				
82.	Euro-Mediterranean University EMUNI (EWP Dashboard)	Piran	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> </ul>
83.	Alma Mater Europaea – European Centre Maribor	Maribor	2021-2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Business administration</li> <li>• Banking and finance</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• Computer engineering</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> </ul>
84.	University of Nova Gorica	Nova Gorica	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• International economic relations</li> <li>• Political sciences</li> <li>• New media and communications</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> </ul>
85.	University of Ljubljana	Ljubljana	2021 - 2023	<ul style="list-style-type: none"> <li>• Graphic design</li> </ul>
86.	New University (EWP Dashboard)	Nova Gorica	2021 - 2029	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> </ul>

				<ul style="list-style-type: none"> <li>• Management</li> <li>• Legal studies</li> <li>• Administrative law</li> </ul>
<b>SPAIN</b>				
87.	Universidad de Cadiz (EWP Dashboard)	Cadiz	2022-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business administration</li> </ul>
88.	University Rovira I Virgili	Tarragona	2018-2021	<ul style="list-style-type: none"> <li>• Engineering and engineering trades</li> </ul>
89.	University of Barcelona	Barcelona	2014-2021	<ul style="list-style-type: none"> <li>• Psychology</li> </ul>
90.	University Rey Juan Carlos	Madrid	2018-2022	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political sciences</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Fine arts</li> <li>• Law</li> </ul>
91.	University of Zaragoza	Zaragoza	2022-2028	<ul style="list-style-type: none"> <li>• Fine arts</li> <li>• Business and administration</li> <li>• Psychology</li> </ul>
<b>TURKEY</b>				
92.	Istanbul 29 Mayıs University (EWP Dashboard)	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• International economic relations</li> <li>• Political sciences</li> <li>• Psychology</li> </ul>
93.	Maltepe University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Graphic design</li> <li>• Fashion design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• New media and communications</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Nursing</li> </ul>

				<ul style="list-style-type: none"> <li>• Midwifery</li> </ul>
94.	Anadolu University	Eskisehir	2022-2023	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> <li>• Management</li> <li>• Business administration</li> <li>• Public relations</li> </ul>
95.	Marmara University (EWP Dashboard)	Istanbul	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Political sciences</li> </ul>
96.	Gazi University (EWP Dashboard)	Ankara	2014-2021	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• History teaching</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> </ul>
97.	Kirklareli University	Kirklarer	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Industrial engineering</li> <li>• Electrical and electronic engineering</li> <li>• Religious studies</li> </ul>
98.	Istanbul University	Istanbul	2016-2022	<ul style="list-style-type: none"> <li>• Languages</li> </ul>
99.	Canakkale Onsekiz Mart University	Canakkale	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> <li>• Political sciences</li> </ul>
100.	Hacettepe University	Ankara	2014-2021	<ul style="list-style-type: none"> <li>• Social and behavioral sciences (international relations)</li> </ul>
101.	Istanbul Aydin University (EWP Dashboard)	Istanbul	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Political sciences</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Civil engineering</li> <li>• Dental medicine</li> </ul>
102.	Gaziantep University	Gaziantep	2021 - 2027	<ul style="list-style-type: none"> <li>• New media and communications</li> </ul>
103.	Izmir Katip Celebi University	Izmir	2014-2021	<ul style="list-style-type: none"> <li>• Religion and theology</li> <li>• Economics</li> <li>• Business administration</li> <li>• Architecture and building</li> <li>• Engineering and engineering trades</li> </ul>
104.	Akdeniz University	Antalya	2014-2020	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Labor economics</li> <li>• Electricity and energy</li> <li>• Building and civil engineering</li> </ul>
105.	Sakarya University (EWP Dashboard)	Sakarya	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> <li>• Management</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> </ul>
106.	Yalova University	Yalova	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> </ul>
107.	Uludag University	Bursa	2014-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> </ul>

				<ul style="list-style-type: none"> <li>• Law sciences</li> <li>• Religions studies</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Foreign languages</li> </ul>
108.	Kirikkale University	Kirikkale	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• Structural engineering</li> </ul>
109.	Necmettin Erbakan University (EWP Dashboard)	Konya	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> </ul>
110.	Afyon Kocatepe University	Afyon	2021-2027	<ul style="list-style-type: none"> <li>• Graphic design (staff only)</li> <li>• Visual arts (staff only)</li> </ul>
111.	Ondokuz Mayıs University	Samsun	2015-2021	<ul style="list-style-type: none"> <li>• Architecture</li> <li>• Psychology</li> <li>• Psychological counseling and guidance</li> <li>• Public relations</li> <li>• Political sciences</li> <li>• Business study and management</li> <li>• English language</li> <li>• Arts</li> <li>• Electrical and electronic engineering</li> <li>• Civil engineering</li> <li>• Computer engineering</li> <li>• Industrial engineering</li> <li>• Visual Arts</li> </ul>
112.	Ahi Evran University	Kirsehir	2014-2021	<ul style="list-style-type: none"> <li>• Teacher training with subject specialization (Turkish language teaching)</li> <li>• Business and administration</li> <li>• Teacher training with subject specialization (Psychological Counseling and Guidance)</li> <li>• Management</li> <li>• Banking and Finance</li> <li>• Computer Engineering</li> </ul>
113.	Mehmet Akif Ersoy University	Burdur	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Management</li> <li>• Civil engineering</li> <li>• Psychological counseling and guidance</li> <li>• History teaching</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Visual arts</li> </ul>
114.	Karabuk University	Karabuk	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> </ul>

				<ul style="list-style-type: none"> <li>• Electronic and electrical engineering</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> </ul>
115.	Trakya University	Edirne	2014-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Architecture</li> <li>• Engineering</li> <li>• Foreign languages</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
116.	Namik Kemal University	Tekirdag	2014-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Religions studies</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Foreign languages</li> <li>• Political Science</li> <li>• Public Administration</li> </ul>
117.	Eskisehir Osmangazi University	Eskisehir	2015-2021	<ul style="list-style-type: none"> <li>• Foreign language education</li> <li>• Economics</li> <li>• Business administration</li> <li>• International relations</li> <li>• Computer engineering</li> <li>• Electronic and electrical engineering</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• Architecture</li> <li>• Visual arts</li> </ul>
118.	Erzurum Technical University	Erzurum	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Management</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• History teaching</li> <li>• Turkish language teaching</li> </ul>
119.	Erciyes University	Kayseri	2015-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political sciences</li> <li>• Religions studies</li> <li>• Psychological counseling and guidance</li> <li>• History teaching</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
120.	Bozok University	Yozgat	2021-2022	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> </ul>

				<ul style="list-style-type: none"> <li>• Political sciences</li> <li>• Management</li> <li>• Business administration</li> <li>• Architecture</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Structural engineering</li> </ul>
<b>121.</b>	Dicle University	Diyarbakir	2014-2021	<ul style="list-style-type: none"> <li>• Education studies</li> </ul>
<b>122.</b>	KTO Karatay University	Konya	2021-2022	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• New media and communications</li> </ul>
<b>123.</b>	Aksaray University	Aksaray	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• International economic relations</li> <li>• Political sciences</li> <li>• Management</li> <li>• Civil engineering</li> </ul>
<b>124.</b>	Dumlupinar University	Kutahya	2021-2027	<ul style="list-style-type: none"> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
<b>125.</b>	Bahcesehir University	Istanbul	2017-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Law</li> </ul>
<b>126.</b>	Istanbul Sabahattin Zaim University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Banking and finance</li> <li>• Management</li> </ul>



				<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> <li>• Computer engineering</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Nursing</li> <li>• Midwifery</li> </ul>
127.	Agri Ibrahim Cecen University	Agri	2018-2021	<ul style="list-style-type: none"> <li>• Political sciences</li> <li>• Religious studies</li> <li>• Psychological counseling and guidance</li> <li>• History teaching</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> </ul>
128.	Istanbul Yeni Yuzyil University	Istanbul	2014-2021	<ul style="list-style-type: none"> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Social sciences</li> <li>• Journalism and information</li> <li>• Interdisciplinary programs</li> </ul>
129.	Ankara Yildirim Beyazit University (EWP Dashboard)	Ankara	2014-2021	<ul style="list-style-type: none"> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Finance</li> <li>• Management</li> <li>• Law</li> <li>• Computer engineering</li> <li>• Engineering/ Engineering trades</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
130.	Fatih Sultan Mehmet Vakif University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Management</li> <li>• Legal studies</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
131.	Hakkari University	Hakkari	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Political sciences</li> <li>• Religious studies</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>

132.	Siirt University	Siirt	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> </ul>
133.	Istanbul Gedik University (EWP Dashboard)	Istanbul	2021-2029	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Banking and finance</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Civil engineering</li> </ul>
134.	Duzce University	Duzce	2014-2021	<ul style="list-style-type: none"> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Computer Engineering</li> <li>• Education</li> </ul>
135.	Baskent University	Ankara	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
136.	Alanya Alaaddin Keykubat University	Antalya	2018-2023	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
137.	Alanya Hep University	Antalya	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Political science</li> <li>• English language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> </ul>

				<ul style="list-style-type: none"> <li>• Visual arts</li> </ul>
<b>138.</b>	Bartın University	Bartın	2018-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Computer engineering</li> <li>• Civil engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• Turkish language teaching</li> </ul>
<b>139.</b>	Bolu Abant İzzet Baysal University	Bolu	2018-2021	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Computer engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Graphic design</li> </ul>
<b>140.</b>	Recep Tayyip Erdoğan University	Rize	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Computer Engineering</li> <li>• Civil Engineering</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Psychological Counseling and Guidance</li> <li>• Public Relations</li> <li>• Legal Studies</li> </ul>
<b>141.</b>	Selçuk University	Konya	2018-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Electrical and electronic engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
<b>142.</b>	Uşak University	Uşak	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Psychology</li> </ul>

				<ul style="list-style-type: none"> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
143.	Ardahan University	Ardahan	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Business administration</li> <li>• Management</li> <li>• Electrical and electronic engineering</li> <li>• Political science</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Visual arts</li> </ul>
144.	Cumhuriyet University	Sivas	2017-2021	<ul style="list-style-type: none"> <li>• Architecture and construction</li> <li>• English language and literature</li> <li>• Engineering and engineering trades</li> <li>• Psychology</li> <li>• Information and communication technologies</li> <li>• Education</li> <li>• Management and administration</li> <li>• Economics</li> </ul>
145.	Social Science University of Ankara	Ankara	2014-2021	<ul style="list-style-type: none"> <li>• Political Science and Public Administration</li> <li>• Economy</li> <li>• Business</li> <li>• International Relations</li> <li>• English Language and Literature</li> </ul>
146.	Eskisehir Technical University (EWP Dashboard)	Eskisehir	2021-2029	<ul style="list-style-type: none"> <li>• Industrial engineering management</li> </ul>
147.	Ordu University	Ordu	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> </ul>
148.	Kafkas University	Kars	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and Finance</li> <li>• Computer Engineering</li> <li>• Industrial Engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic Design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
149.	Bayburt University	Bayburt	2018-2021	<ul style="list-style-type: none"> <li>• Engineering</li> </ul>
150.	Sakarya University of Applied Sciences	Sakarya	2021-2027	<ul style="list-style-type: none"> <li>• Banking and finance</li> </ul>
151.	University of Turkish Aeronautical	Ankara	2021-2029	<ul style="list-style-type: none"> <li>• Management</li> <li>• Industrial engineering</li> </ul>

	Association (EWP Dashboard)			
152.	Erzincan Binali Yildirim University	Erzincan	2018-2021	<ul style="list-style-type: none"> <li>• Law</li> </ul>
153.	Uskudar University	Istanbul	2019-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Psychological counselling and guidance</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
154.	Mimar Sinan Fine Arts University	Istanbul	2019-2021	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
155.	Cankaya University (EWP Dashboard)	Ankara	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• International economic relations</li> <li>• Political science</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
156.	Istanbul Sisli Vocational School	Istanbul	2014-2021	<ul style="list-style-type: none"> <li>• Banking and Finance</li> <li>• Architecture</li> <li>• Graphic Design</li> <li>• Visual Arts</li> <li>• Law</li> </ul>
157.	Firat University	Elazig	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counselling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
158.	Istanbul Sehir University	Istanbul	2014-2021	<ul style="list-style-type: none"> <li>• Political science</li> <li>• Turkish language teaching</li> <li>• Public relations and new media</li> </ul>
159.	Antalya Bilim University	Antalya	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Political sciences</li> <li>• Industrial engineering</li> </ul>
160.	Ankara Haci Bayram Veli University	Ankara	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Political sciences</li> </ul>

				<ul style="list-style-type: none"> <li>• Management</li> </ul>
161.	Kilis 7 Aralik University	Kilis	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• Political sciences</li> <li>• Turkish language teaching</li> <li>• Public relations</li> </ul>
162.	Istanbul Esenyurt University	Istanbul	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Psychological counselling and guidance</li> </ul>
163.	Pamukkale University	Denizli	2019-2021	<ul style="list-style-type: none"> <li>• Turkish language teaching</li> </ul>
164.	Istanbul Kultur University (EWP Dashboard)	Istanbul	2021-2029	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• International economic relations</li> <li>• Political science</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
165.	Amasya University	Amasya	2021-2024	<ul style="list-style-type: none"> <li>• Fashion design (staff only)</li> </ul>
166.	Artvin Coruh University	Artvin	2015-2021	<ul style="list-style-type: none"> <li>• Education science</li> </ul>
167.	Aydin Adnan Menderes University	Aydin	2014-2021	<ul style="list-style-type: none"> <li>• Public relations</li> </ul>
168.	Bilecik Seyh Edebali University	Bilecik	2019-2021	<ul style="list-style-type: none"> <li>• Computer engineering</li> </ul>
169.	Munzur University	Munzur	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counselling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
170.	Izmir Demokrasi University	Izmir	2021-2023	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• International economic relations</li> </ul>

				<ul style="list-style-type: none"> <li>• Political sciences</li> <li>• Business administration</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>
171.	Bulent Ecevit University	Zonguldag	2014-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Psychology</li> <li>• Political science</li> <li>• Psychological counselling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Law</li> </ul>
172.	Hasan Kalyoncu University	Gaziantep	2020-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Business administration</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• Structural engineering</li> <li>• Psychology</li> <li>• Clinical psychology</li> <li>• Political science</li> <li>• Psychological counselling and guidance</li> <li>• English language teaching</li> <li>• Public relations</li> <li>• New media and communications</li> <li>• Graphic design</li> <li>• Legal studies</li> <li>• Administrative law</li> </ul>
173.	Istanbul Ayvansaray University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>• English language teaching</li> <li>• Graphic design</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• Management</li> <li>• Business administration</li> </ul>
174.	Balikesir University	Balikesir	2020-2021	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Banking and finance</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>

				<ul style="list-style-type: none"> <li>Psychology</li> <li>English language teaching</li> <li>Turkish language teaching</li> <li>Graphic design</li> <li>Visual Arts</li> <li>Legal studies</li> </ul>
175.	Adiyaman University (EWP Dashboard)	Adiyaman	2021-2029	<ul style="list-style-type: none"> <li>International economic relations</li> <li>Dental medicine</li> <li>Nursing</li> <li>Midwifery</li> <li>Management</li> <li>Industrial engineering management</li> <li>Industrial engineering</li> <li>Architecture</li> <li>Civil engineering</li> <li>Structural engineering</li> <li>Political science</li> <li>Psychological counselling and guidance</li> <li>English language teaching</li> <li>Turkish language teaching</li> </ul>
176.	Istanbul Medeniyet University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Civil engineering</li> <li>Computer engineering</li> </ul>
177.	University of Health Sciences	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Psychology</li> </ul>
178.	Istanbul Kent University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Psychology</li> <li>Dentistry</li> </ul>
179.	Istinye University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>International economic relations</li> <li>Business administration</li> <li>Industrial engineering</li> <li>Computer engineering</li> <li>Architecture</li> <li>Civil engineering</li> <li>Political science</li> <li>Psychology</li> <li>English language teaching</li> <li>Public relations</li> <li>New media and communications</li> <li>Legal studies</li> </ul>
180.	Samsun University (EWP Dashboard)	Samsun	2021-2029	<ul style="list-style-type: none"> <li>Industrial engineering</li> <li>English language teaching</li> <li>Turkish language teaching</li> <li>New media and communications</li> </ul>
181.	Kastamonu University	Kastamonu	2021-2023	<ul style="list-style-type: none"> <li>Turkish language teaching</li> <li>Graphic design</li> <li>Visual arts</li> <li>International economic relations</li> <li>Political sciences</li> <li>New media and communications</li> <li>Banking and finance</li> <li>Management</li> <li>Business administration</li> <li>Public relations</li> <li>Computer engineering</li> <li>Industrial management</li> <li>Industrial engineering</li> <li>Civil engineering</li> </ul>



				<ul style="list-style-type: none"> <li>• Structural engineering</li> </ul>
182.	Suleyman Demirel University	Isparta	2021 - 2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Business administration</li> <li>• Legal studies</li> <li>• Administrative law</li> <li>• International law</li> </ul>
183.	Ibn Haldun University	Istanbul	2021 - 2027	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• International economic relations</li> <li>• Economics</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Management</li> <li>• Business administration</li> </ul>
184.	Giresun University	Giresun	2021- 2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Business administration</li> <li>• Business administration</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Architecture</li> <li>• Psychological counseling and guidance</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• New media and communications</li> <li>• Graphic design</li> <li>• Visual arts</li> </ul>
185.	Gumushane University	Gumushane	2021- 2027	<ul style="list-style-type: none"> <li>• Psychology</li> </ul>
186.	Halic University	Istanbul	2021- 2027	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> <li>• Psychology</li> <li>• English language teaching</li> </ul>
187.	Rumeli University	Istanbul	2021- 2027	<ul style="list-style-type: none"> <li>• Psychology</li> <li>• Architecture</li> </ul>
188.	Kocaeli University (EWP Dashboard)	Kocaeli	2021- 2028	<ul style="list-style-type: none"> <li>• New media and communications (staff only)</li> </ul>
189.	Beykent University (EWP Dashboard)	Istanbul	2021- 2029	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Political sciences</li> <li>• Psychology</li> <li>• New media and communications</li> <li>• Banking and finance</li> <li>• Management</li> <li>• Computer engineering</li> <li>• Industrial engineering management</li> <li>• Architecture</li> <li>• Civil engineering</li> </ul>

190.	Fenerbahce University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>International economic relations</li> <li>Political sciences</li> <li>Psychology</li> <li>New media and communications</li> <li>Banking and finance</li> <li>Management</li> <li>Public relations</li> <li>Computer engineering</li> <li>Architecture</li> <li>Nursing</li> </ul>
191.	Mardin Artuklu University (EWP Dashboard)	Mardin	2021-2029	<ul style="list-style-type: none"> <li>Political sciences</li> <li>Management</li> </ul>
192.	Istanbul University – Cerrahpasa	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Computer engineering</li> </ul>
193.	TOBB Economy and Technology University (EWP Dashboard)	Ankara	2021-2029	<ul style="list-style-type: none"> <li>English language teaching</li> <li>Turkish language teaching</li> <li>International economic relations</li> <li>Political sciences</li> <li>Psychology</li> <li>Management</li> <li>Legal studies</li> <li>Computer engineering</li> <li>Industrial engineering management</li> <li>Architecture</li> </ul>
194.	Istanbul Medipol University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Psychological counseling and guidance</li> <li>English language teaching</li> <li>International economic relations</li> <li>Political sciences</li> <li>Psychology</li> <li>Clinical psychology</li> <li>Management</li> <li>Business administration</li> <li>Public relations</li> <li>Computer engineering</li> <li>Industrial engineering management</li> <li>Architecture</li> <li>Civil engineering</li> <li>Dentistry</li> <li>Nursing</li> <li>Midwifery</li> </ul>
195.	Istanbul Atlas University	Istanbul	2021-2027	<ul style="list-style-type: none"> <li>Psychology</li> <li>Computer engineering</li> <li>Dental medicine</li> <li>Nursing</li> </ul>
196.	Istanbul Galata University	Istanbul	2022-2029	<ul style="list-style-type: none"> <li>Psychology</li> <li>Architecture</li> </ul>
197.	Tokat Gaziosmanpasa University	Tokat	2021/2027	<ul style="list-style-type: none"> <li>English language teaching</li> <li>Turkish language teaching</li> </ul>
<b>UKRAINE</b>				
198.	National University "Yuri Kondratyuk" Poltava Polytechnic (PKNG)	Poltava	2014-2021	<ul style="list-style-type: none"> <li>Civil engineering</li> </ul>

199.	National Aviation University	Kyiv	2014-2021	<ul style="list-style-type: none"> <li>• Business administration</li> </ul>
200.	Kyiv National University of Technologies and Design	Kyiv	2021-2027	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business administration</li> </ul>
201.	Odesa State Agrarian University	Odessa	2021-2027	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business administration</li> </ul>
<b>UZBEKISTAN</b>				
202.	Karshi Engineering-Economics Institute	Karshi City	2021-2027	<ul style="list-style-type: none"> <li>• Management</li> <li>• Business administration</li> <li>• Banking and finance</li> <li>• Industrial management</li> <li>• Industrial engineering</li> <li>• Computer engineering</li> </ul>

**Cooperation, under the Erasmus+ program is signed with the following companies:**

RESPILON Group s.r.o., Czech Republic  
 Willingness Team, Malta  
 Denge Piskolojik Danismanlik ve Saglik Ltd Sti, Turkey  
 Ozel Bahce Gunduz Bakimevi, Turkey  
 Ozgur Project Architecture Consultancy Construction Co., Turkey  
 Meco Trockenbau Suvad Zejnilovic, Germany  
 Ingenieurburo Baba Gmbh, Germany  
 Tuatteam, Spain  
 BAU & Immobilienvertriebs Gmbh, Germany  
 Tura Logistic Kft., Hungary  
 NDB Europe Ltd., United Kingdom  
 Topaler Mimarlik, Turkey  
 Nilgun Tekeli Transport, Germany  
 Private Eflatun Foreign Language Course, Turkey  
 Handar Steel Construction Company, Turkey  
 Biyotek Construction, Turkey  
 Miryap Construction, Turkey

## 6.4 List of Active Mevlana Agreements

No.	University	City, Country	Active Until	Departments
1.	Hacettepe University	Ankara, Turkey	2018	<ul style="list-style-type: none"> <li>• Engineering</li> <li>• History</li> <li>• Turkish Language Teaching</li> <li>• English Language Teaching</li> </ul>
2.	Balikesir University	Balikesir, Turkey	2019	<ul style="list-style-type: none"> <li>• Management</li> <li>• Engineering</li> <li>• Civil engineering</li> <li>• Architecture</li> </ul>
3.	Dumlupinar University	Kutahya, Turkey	2023	<ul style="list-style-type: none"> <li>• Management</li> <li>• Graphic design</li> <li>• Civil engineering</li> <li>• Political sciences</li> </ul>
4.	Recep Tayyip Erdogan University	Rize, Turkey	2023	<ul style="list-style-type: none"> <li>• Business studies and Management Studies</li> <li>• Economics</li> <li>• Engineering</li> <li>• Art and Design</li> </ul>
5.	Trakya Univ	Edirne, Turkey	2022	<ul style="list-style-type: none"> <li>• Management</li> <li>• Political sciences</li> <li>• International economic relations</li> <li>• Architecture</li> <li>• Engineering</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Art and design</li> </ul>
6.	Mustafa Kemal University	Hatay, Turkey	2019	<ul style="list-style-type: none"> <li>• Business administration</li> <li>• Management</li> <li>• Engineering</li> <li>• Architecture</li> <li>• Turkish language</li> <li>• Public relations</li> </ul>
7.	Karamanoglu Mehmetbey Univ.	Karaman, Turkey	2019	<ul style="list-style-type: none"> <li>• Management</li> <li>• Economics</li> </ul>
8.	Anadolu University	Eskisehir, Turkey	2019	<ul style="list-style-type: none"> <li>• Architecture</li> <li>• Visual Arts</li> <li>• Graphic Design</li> <li>• International Economic Relations</li> <li>• English Language Teaching</li> <li>• Turkish Language Teaching</li> <li>• Industrial Engineering</li> <li>• Computer Engineering</li> <li>• Civil Engineering</li> <li>• Public Relations</li> <li>• English Language and American Studies</li> <li>• Education</li> </ul>
9.	Abant Izzet Baysal University	Abant, Turkey	2019	<ul style="list-style-type: none"> <li>• Visual arts</li> <li>• Graphic design</li> <li>• Business administration</li> <li>• International economic relations</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Electrical and electronic engineering</li> <li>• Computer engineering</li> </ul>
10.	Ahi Evran University	Kirikkale, Turkey	2019	<ul style="list-style-type: none"> <li>• Psychological counseling and guidance</li> <li>• Turkish language teaching</li> <li>• Management</li> </ul>

11.	Aksaray University	Aksaray, Turkey	2020	<ul style="list-style-type: none"> <li>• Management sciences</li> <li>• English language teaching</li> <li>• Turkish language teaching</li> <li>• Psychological counselling and guidance</li> <li>• Civil engineering</li> <li>• Industrial engineering</li> <li>• International economic relations</li> </ul>
12.	Siirt University	Siirt, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
13.	Batman University	Batman, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
14.	Ataturk University	Erzurum, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
15.	KM Sutcu Imam University	K. Maras, Turkey	2020	<ul style="list-style-type: none"> <li>• Civil Engineering</li> <li>• International Economic Relations</li> <li>• Business Administration</li> <li>• Turkish Language Teaching</li> </ul>
16.	Kirikkale University	Kirikkale, Turkey	2019	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
17.	Nevsehir HBV University	Nevsehir, Turkey	2020	<ul style="list-style-type: none"> <li>• Civil Engineering</li> <li>• International Economic Relations</li> <li>• Business Administration</li> <li>• Architecture</li> <li>• English Language Teaching</li> <li>• Graphic Design</li> <li>• Computer Engineering</li> <li>• Industrial Engineering</li> </ul>
18.	Erzurum Technical University	Erzurum, Turkey	2019	<ul style="list-style-type: none"> <li>• Electronic and Electrical Engineering</li> <li>• Civil Engineering</li> <li>• Computer Engineering</li> <li>• Industrial Engineering</li> <li>• Architecture</li> </ul>
19.	Bozok University	Yozgat, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
20.	Firat University	Elazig, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
21.	Kastamonu University	Kastamonu, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>

22.	Erzincan University	Erzincan, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
23.	Bingol University	Bingol, Turkey	2020	<ul style="list-style-type: none"> <li>• Programs to be defined</li> </ul>
24.	Bilecik Seyh Edebali University	Bilecik, Turkey	2021	<ul style="list-style-type: none"> <li>• Mathematics</li> <li>• Turkish Language and Literature</li> <li>• Civil Engineering</li> <li>• Computer Engineering</li> <li>• Economy</li> <li>• Political Science and Public Administration</li> <li>• Banking and Finance</li> <li>• Business Studies and Management Sciences</li> </ul>
25.	Afyon Kocatepe University	Afyonkarahisar, Turkey	2019	<ul style="list-style-type: none"> <li>• Business Studies and Management Studies</li> <li>• Accountancy, Financial Management</li> <li>• Art and Design</li> <li>• Languages and Philological Sciences</li> <li>• Education</li> <li>• Humanities</li> </ul>
26.	Bandirma Onyedi Eylul University	Balikesir, Turkey	2022	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Banking and finance</li> <li>• Public relations</li> </ul>
27.	Kocaeli University	Kocaeli, Turkey	2022	<ul style="list-style-type: none"> <li>• International economic relations</li> <li>• Management</li> <li>• Architecture</li> <li>• Industrial engineering</li> <li>• Civil engineering</li> <li>• Computer engineering</li> <li>• Turkish language teaching</li> <li>• Political sciences and public administration</li> <li>• English language teaching</li> <li>• Public relations</li> <li>• Graphic design</li> <li>• Visual arts</li> <li>• Legal studies</li> </ul>
28.	Istanbul University	Istanbul, Turkey	2020	<ul style="list-style-type: none"> <li>• Industrial engineering</li> <li>• Architecture</li> <li>• Civil engineering</li> <li>• English language teaching</li> <li>• Public relations</li> <li>• International economic relations</li> <li>• Law</li> <li>• Turkish language and literature</li> <li>• Economics</li> </ul>
29.	Duzce University	Duzce, Turkey	2023	<ul style="list-style-type: none"> <li>• Business administration</li> </ul>

## 6.5 List of Active Bilateral Agreements

No	University	City	Signing Date	Valid Until
<b>ALBANIA</b>				
203.	Wisdom University College	Tirana	05/02/2019	05/02/2024 (5 years)
204.	Shluj "Universiteti Marin Barleti"	Tirana	26/04/2019	26/04/2024 (5 years)
205.	Albanian University	Tirana	04/04/2020	04/04/2025 (5 years)
206.	Canadian Institute of Technology	Tirana	08/02/2022	08/02/2022 (5 years)

AZERBAIJAN				
207.	Odclar Yurdu University	Baku	23/03/2017	23/03/2022 (5 years)
208.	ADA University	Baku	25/01/2022	25/01/2027 (5 years)
BANGLADESH				
209.	Daffodil International University	Dhaka	30/08/2021	30/08/2026 (5 years)
BOSNIA AND HERZEGOVINA				
210.	University of Mostar	Mostar	19/05/2021	19/05/2026 (5 years)
BRAZIL				
211.	UNIP Grupo Objetivo	Sao Paulo	10/12/2018	Indefinite
BULGARIA				
212.	D. A. Tsenov Academy of Economics	Svishtov	02/04/2019	Indefinite
CZECH REPUBLIC				
213.	Institute of Technology and Business in Ceske Budejovice	Ceske Budejovice	10/02/2022	10/02/2027 (5 years)
EL SALVADOR				
214.	Universidad de Oriente	San Miguel	25/01/2022	25/01/2027 (5 years)
ETHIOPIA				
215.	Wolaita Sodo University	Wolaita Sodo	03/03/2022	03/03/2027 (5 years)
INDIA				
216.	Chandigarh University	Punjab	01/09/2021	01/09/2026 (5 years)
217.	Lok Jagruti Kendra University	Ahmedabad	20/10/2021	20/10/2026 (5 years)
218.	Woxsen University	Hyderabad	24/01/2022	24/01/2027 (5 years)
ITALY				
219.	Poliarte – Politecnico delle Arti Applicate SRL	Ancona	05/07/2021	07/07/2024 (3 years)
JORDAN				
220.	Jordan University of Science and Technology	Irbid	07/12/2017	07/12/2022 (5 years)
221.	Jadara University	Irbid	24/05/2021	24/05/2026 (5 years)
KOSOVO				
222.	RIT Kosovo (A.U.K.)	Prishtina	11/04/2018	11/04/2023 (5 years)
KYRGUZSTAN				
223.	Kyrgyz Turkish Manas University	Bishkek	22/03/2017	22/03/2022 (5 years)
MALAYSIA				
224.	Universiti Teknologi MARA (UiTM)	Shah Alam	15/11/2021	15/11/2026 (5 years)
NETHERLANDS				
225.	Netherlands Business Academy	Breda	22/12/2021	22/12/2026 (5 years)
PAKISTAN				
226.	Jinnah University for Women	Karachi	20/01/2022	20/01/2027 (5 years)
227.	Research Training Solutions (RTS)	Karachi	20/01/2022	20/01/2027 (5 years)
PALESTINE				

228.	Hebron University	Hebron	15/01/2018	15/01/2023 (5 years)
229.	Al-Aqsa University	Gaza	14/12/2018	14/12/2023 (5 years)
<b>POLAND</b>				
230.	Pontifical University of John Paul II	Krakow	27/06/2019	27/06/2022 (3 years)
<b>SERBIA</b>				
231.	International University of Novi Pazar	Novi Pazar	17/01/2022	17/01/2027 (5 years)
<b>SYRIA</b>				
232.	International University of Science and Technology	Damascus	07/12/2017	07/12/2022 (5 years)
<b>TURKEY</b>				
233.	Mehmet Akif Ersoy University	Burdur	05/12/2017	05/12/2022 (5 years)
234.	Turkish Maarif Foundation (TMF)	Istanbul	11/04/2018	11/04/2023 (5 years)
235.	Cumhuriyet University	Sivas	10/05/2018	10/05/2023 (5 years)
236.	Ankara Yildirim Beyazit University	Ankara	21/05/2018	21/05/2023 (5 years)
237.	Alanya Alaaddin Keykubat University	Antalya	19/08/2019	19/08/2024 (5 years)
238.	Izmir Demokrasi University	Izmir	12/09/2019	12/09/2024 (5 years)
239.	Acibadem Mehmet Ali Aydinlar University	Istanbul	30/01/2020	Indefinite
240.	Firat University	Elazig	05/08/2020	05/08/2025 (5 years)
241.	Kahramanmaras Sutcu Imam Univeristy	Kahramanmaras	10/08/2020	10/08/2025 (5 years)
242.	Ondokuz Mayis University	Samsun	07/08/2020	07/08/2025 (5 years)
243.	Tokat Gaziosmanpasa University	Tokat	12/08/2020	12/08/2025 (5 years)
244.	Bolu Abant Izzet Baysal University	Bolu	19/08/2020	19/08/2025 (5 years)
245.	Inonu University	Malatya	26/08/2020	26/08/2025 (5 years)
246.	Kirklareli University	Kirklareli	07/09/2020	07/09/2025 (5 years)
247.	Canakkale Onsekiz Mart University	Canakkale	22/03/2021	22/03/2026 (5 years)
248.	Balikesir University	Balikesir	26/03/2021	26/03/2026 (5 years)
249.	Sirnak University	Sirnak	26/08/2021	26/08/2026 (5 years)
250.	Suleyman Demirel University	Isparta	05/10/2021	05/10/2026 (5 years)
251.	Anadolu University	Eskisehir	26/10/2021	26/10/2026 (5 years)
252.	Fenerbahce University	Istanbul	22/12/2021	22/12/2026 (5 years)
253.	Izmir Institute of Technology	Izmir	25/01/2022	25/01/2027 (5 years)
254.	Erzurum Technical University	Erzurum	26/01/2022	26/01/2027 (5 years)
255.	Istanbul Aydin University	Istanbul	31/01/2022	31/01/2027 (5 years)
256.	Bursa Uludag University	Bursa	10/02/2022	10/02/2027 (5 years)
257.	Ankara Medipol University	Ankara	10/02/2022	10/02/2027 (5 years)
258.	Recep Tayyip Erdogan University	Rize	10/02/2022	10/02/2027 (5 years)
259.	Bahcesehir University	Istanbul	28/02/2022	28/02/2027 (5 years)
260.	Ege University	Izmir	23/02/2022	23/02/2027 (5 years)
261.	Aksaray University	Aksaray	11/03/2022	11/03/2022 (5 years)



NORTH MACEDONIA				
262.	International Vision University	Gostivar	15/03/2019	15/03/2024 (5 years)
263.	Makedonsko Montesori Zdruzenie	Skopje	16/11/2020	16/11/2023 (3 years)
264.	Nansen Dijalog Centar Skopje	Skopje	25/03/2021	25/03/2024 (3 years)

## 7. CONCLUSIONS

Dedicating its resources in expense of progresses in social and technical sciences at both national and international levels and also educating its students in order to be aware of the national and global issues, besides making them productive oriented and indoctrinate them with the ambition of augmenting the living standards of the society is the mission of the IBU University.

In order to increase the quality and quantity of these services, the University aims to:

- Improve the premises (purchasing new equipment),
- Improve the quality of studies,
- Increase the income of the University,
- Support IBU's academic staff's participation in scientific research projects,
- Increase IBU University's involvement and participation in the national and EU Projects,
- Collaborate with world universities,
- Reach the European standards in undergraduate and graduate education.

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## **9. APPENDIXES**

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    - 9.9.2.3 Civil Engineering
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  - 9.9.3 Faculty of Communication
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9.12.24 Final Exam Results Form  
9.12.25 Makeup Exam Results Form  
9.12.26 Upgrade Exam Results Form  
9.12.27 Changing Grade Request  
9.12.28 Student Certificate  
9.12.29 Graduation Certificate  
9.12.30 Transcript  
9.12.31 Diploma supplement  
9.12.32 Clinical Teaching Report  
9.12.33 Exam Results Master