

## REPORT

On the 24-25th April, in Krusevac, the second meeting within the implementation of the Tempus project ECBAC 517 200 *Establishing and capacity building of the Southern Serbian Academy and the National Conference for Higher education* was held.

The meeting was organised by the project consortium which consists of 18 members. The hosts of the meeting were *School for Higher Professional Education for Pre-school Teachers* in Kruševac and *The School of Higher Chemical Technology Education* in Kruševac. The meeting was attended by the representatives of eight colleges of vocational studies which participate in establishing the Academy of vocational studies, representatives of the Health center in Čuprija, and representatives of the Railway college from Belgrade. The representatives of College in Subotica, the Business-Technical college of vocational studies from Užice and the Regional Chamber of Economy were absent. All the partners from the EU countries were present ( KaHO Sint Lieven- Belgium, IPP Porto- Portugal, Aalen- Germany, VLHORA – Belgium). The meeting was not attended by the representatives of the Ministry of Education and Science of the Republic of Serbia. A representative of the Tempus office in Serbia, Ms Nina Stojanović was present on the second day of the meeting.

The gathering was addressed by the deputy mayor of Kruševac, Mr. Goran Radomirovic, who welcomed the participants, wished successful work and offered help for establishing a permanent Conference of Municipalities and towns in the Republic of Serbia.

The meeting was held according to the set agenda and the procedure which can be found on the following web site:

[activities\second\\_meeting\\_KRUSEVAC\\_ECBAC\\_draft\\_agenda\\_2012.pdf](#)

During two-day work, the emphasis was put on the analysis of the need for establishing such an Academy in Southern Serbia in the light of the system of development of higher vocational education and its functional model. All the time, parts of the Strategy of education development in the Republic of Serbia by 2020 were considered carefully, especially those parts which refer to suggestions and explanation of the need for establishing the Academy of vocational studies in the Republic of Serbia in the future period.

In the following text, parts of the conclusion from the meeting will be presented.

**Development of higher education** is facing a great number of challenges since higher education has the greatest significance for the development of Serbia founded on knowledge. Higher education is consigned to harmonization with the European area of higher education. By implementing the Bologna process, the idea is to promote achieved outcomes of learning, knowledge, skills and competences of students and ways of evaluating students' achievements. A complete integration of the function is necessary since that would improve functionality, keep the autonomy, and increase social responsibility of higher education institutions. **Higher education institutions will develop their organisational structure by fortifying integration and cooperation of the basic units, that is faculties within universities and vocational colleges within the academies of vocational studies.**

**Development of vocational studies** is facing two main challenges: to raise the level of quality and develop educational resources in accordance with the standards of higher education.

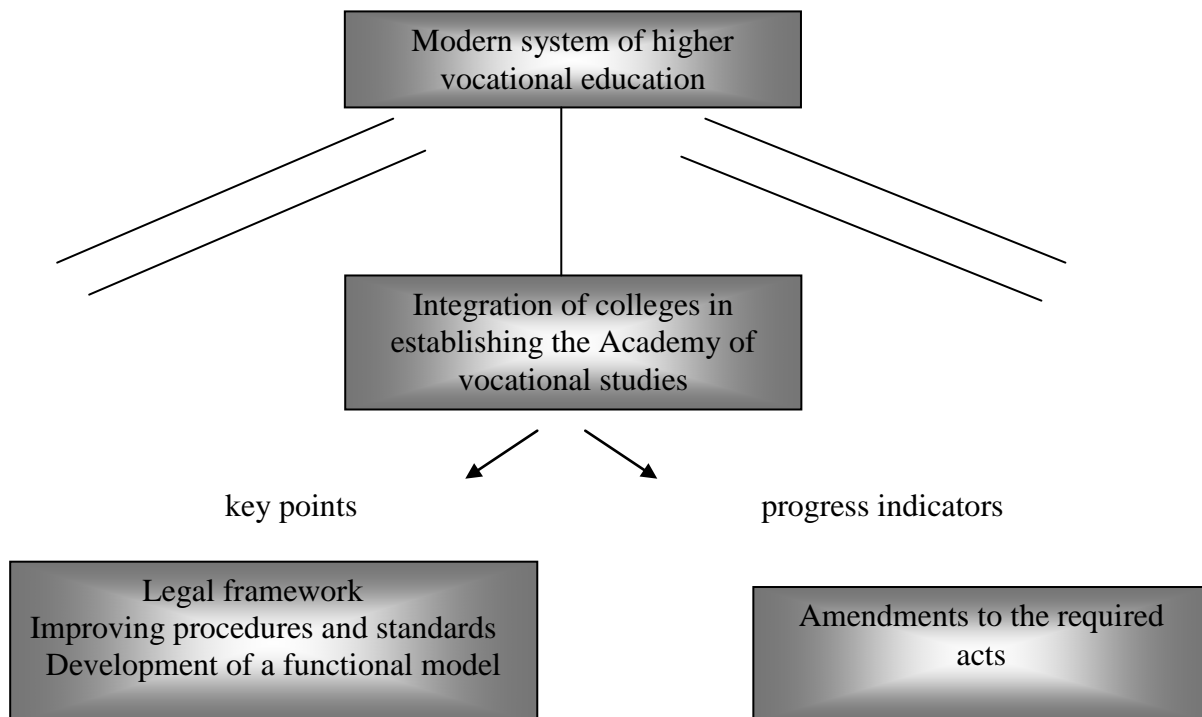
Key measures for raising the level of quality are improving the competences of teaching staff and the quality of study programs. Teachers and associates should have exceptional vocational and professional knowledge apart from scientific titles. Raising the level of study programs' quality can be achieved by clear definition of vocational competences of graduate students based on the learning outcomes, through tuition oriented to encouragement of practical knowledge and professional skills and a curriculum where special place will be given to practical training.

Key measures for development of educational resources and processes are systematic positioning of vocational studies in research activities by introducing master vocational studies with research contents directed to practical usage. The existing system of independent and unconnected schools of higher vocational education, should be connected and fortified through integration in the Academies of vocational studies. This way, a critical mass would be formed in professional bodies which make decisions, and especially those bodies which make decisions about study programs, rules of studying, election and employment of teachers, so that vocational studies can achieve their mission in the system of higher education.

Vocational studies will be developed in two cycles. The first cycle are basic vocational studies ( 180 ECTS credits) and specialist vocational studies ( 60 ECTS credits). The second cycle is for master vocational studies ( 120 ECTS) in the fields where prominent results have been noticed in applied research and development.

**SWOT analysis**

<p><b><u>Internal capacities</u></b></p> <ol style="list-style-type: none"> <li>1. the relevancy of the subsystem in terms of accredited capacities, enrollment quotas, college networks and the number of students and graduate students</li> <li>2. half-century long tradition of higher vocational education in Serbia</li> <li>3. good co-operation in performing tuition with the economy and the public sector</li> <li>4. good management for institutions, flexibility and readiness to make changes</li> <li>5. internationally comparable study programs</li> </ol>	<p><b><u>External circumstances /conveniences</u></b></p> <ol style="list-style-type: none"> <li>1. educational policy of EU acknowledges and supports the importance of non-university higher education and encourages international co-operation and exchange</li> <li>2. reliability on a wide base of higher vocational schools</li> <li>3. the policy of the Ministry of education about the enrollment of the population living in the territory of Serbia</li> </ol>
<p><b><u>Internal weaknesses</u></b></p> <ol style="list-style-type: none"> <li>1. lack of staff with practical knowledge and limited possibilities for recruiting such quality staff</li> <li>2. colleges of vocational studies and teaching staff take no participation in organised research work</li> <li>3. insufficient investments in maintainance and development of facilities, infrastucture and teaching aids</li> <li>4. low level of knowledge of high school pupils who start higher vocational education</li> </ol>	<p><b><u>External inconveniences/dangers</u></b></p> <ol style="list-style-type: none"> <li>1. economic crisis and underdevelopment of Serbia</li> <li>2. demographic trends, the decrease in number of young population</li> <li>3. non-defined research and artistic activity of institutions of higher vocational studies by the system and the law</li> <li>4. incompatibility of the system of higher education with the European practice in terms of vertical and horizontal mobility of students and the fact that the second level (specialist vocational studies) is not recognised in the European education area</li> <li>5. insufficiently efficient monitoring system in higher education</li> </ol>



**Academies of vocational studies** will perform the first and the second cycle of vocational studies if they join educational, professional and artistic work and if in the field of master studies they have developed applied research.

By forming the Academies of vocational studies on the principles of regional or disciplinary joining through integration of the existing schools of higher vocational education, the institutions of vocational studies will become stronger. The Academies of vocational studies will perform the full integration and co-operation in the following domains:

1. strategic planning
2. bringing study programs
3. assurance and quality control
4. student enrollment policy
5. election to the position of teachers
6. issuance of diplomas and diploma supplements
7. international co-operation
8. investments
9. employment and engagement of teachers
10. development of a uniform information system

Applied research at the Academies of vocational studies, as one of the strengths for their establishing and development, should be realised in co-operation with the economy through budget co-financing programs for technological development supporting innovation projects.

## ***ECBAC 517200 and The Development of Higher education in the Republic of Serbia***

The aim of the project is establishing the Academy of vocational studies and building its functional parts. Through joining the development of relevant integrative functions, the quality of work of the future members in respect to quality policy improvement in all the fields of work, fortifying and expediting international co-operation, forming a strong information system and students' services and associations are expected to rise.

The issue of quality is related to the issue of survival at the 'market' of higher education. The procedures for self-evaluation and the processes of accreditation indicate clearly to the weaknesses within the existing system of functioning of higher education institutions with vocational orientation.

The policy of quality control, the concept and the purpose of strategic planning, the policy of staff development, sustainable financial business on the one hand, and the modern curricula based on the aims and outcomes of learning, and competences which coincide with the real market needs on the other hand, are real challenges which require optimal solutions. ECBAC 517 200 should try to respond to all these challenges through development of the above mentioned integrative functions.

Work package NO	Title of work package	Start	End
WP.1	Staging up institutional framework of the ACAS	1	24
WP.2	Introducing quality procedures for the ACAS	14	36
WP.3	Capacity building of student services at the ACAS	19	28
WP.4	Capacity building for International relations at ACAS	1	36
WP.5	Conference of ACAS and Student conference of Applied Sciences	12	26
WP.6	Dissemination of project results	1	36
WP.7	Sustainability of project results	1	36
WP.9	Quality control and Monitoring	1	36
WP.9	Project Management	1	36

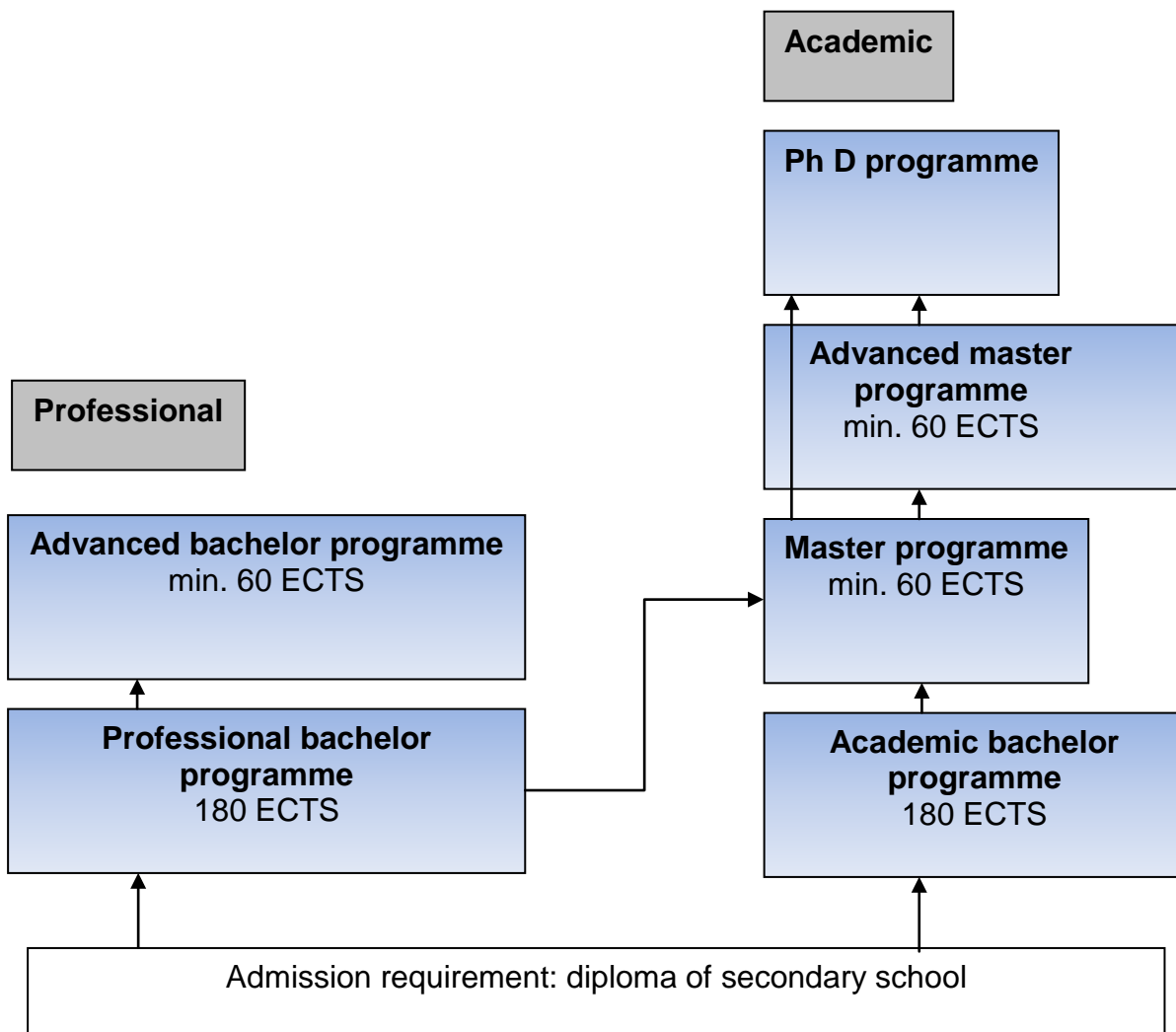
In the project implementation , methods of comparative analysis will be used and on the basis of good practice from the EU countries ( Portugal, Belgium, Germany), a proposal will be made about the most acceptable model of establishing such an association, which will take into account specific type of higher education system of vocational orientation in Serbia.

A special emphasis is put on the participaiion of the representatives of the Regional Chamber of Commerce in Nis and the Health Center in Ćuprija, as well as the Ministry of Education and Science of the Republic of Serbia.

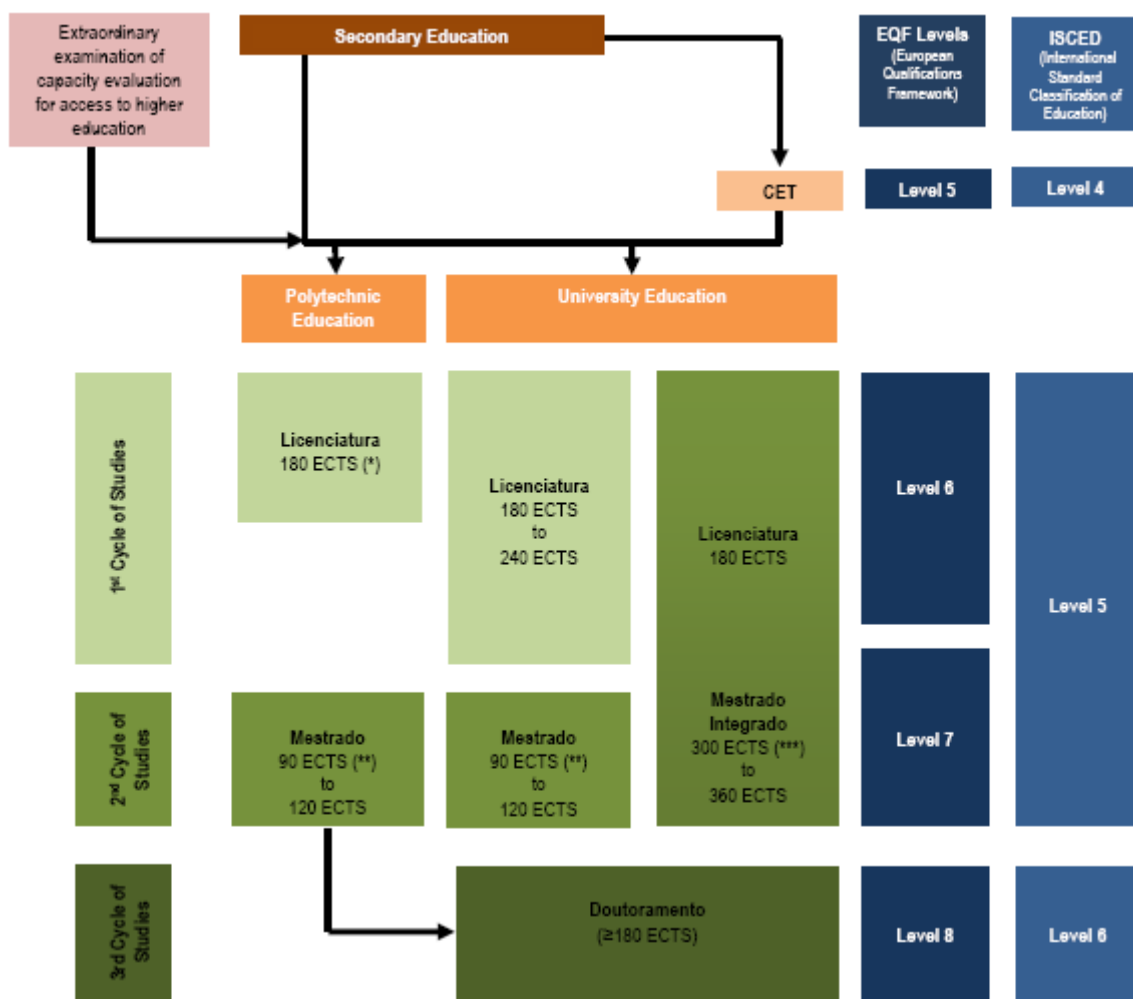
During the fist two meetings held in Serbia ( Niš, 2011 and Kruševac 2012),certain aspects of the framework for the establishing of the Academy of vocational studies have been defined.

The starting point was the analysis of the vocational education system in EU countries, which are partners in the ECBAC 517200 project.

## BELGIUM

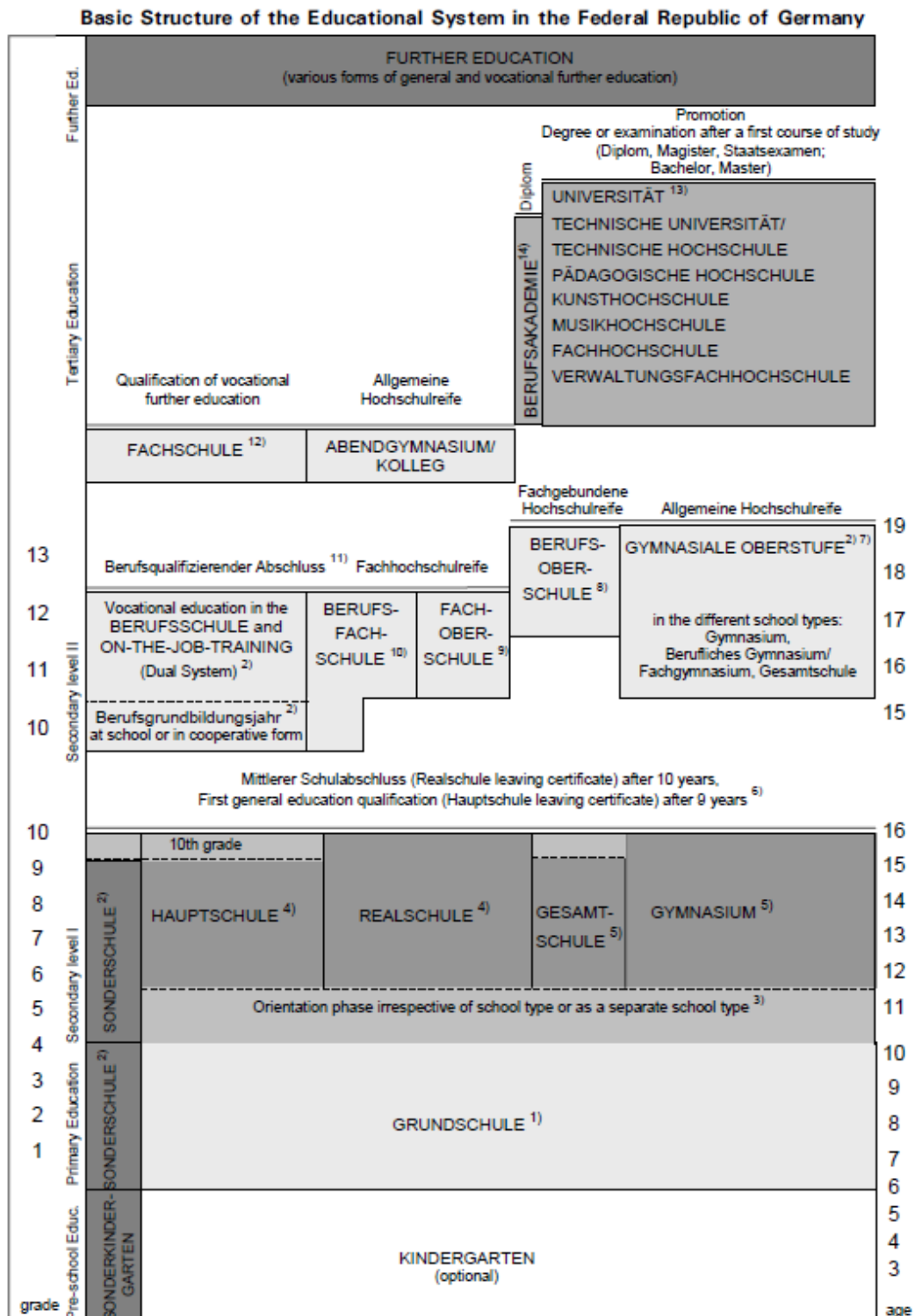


## PORTUGAL



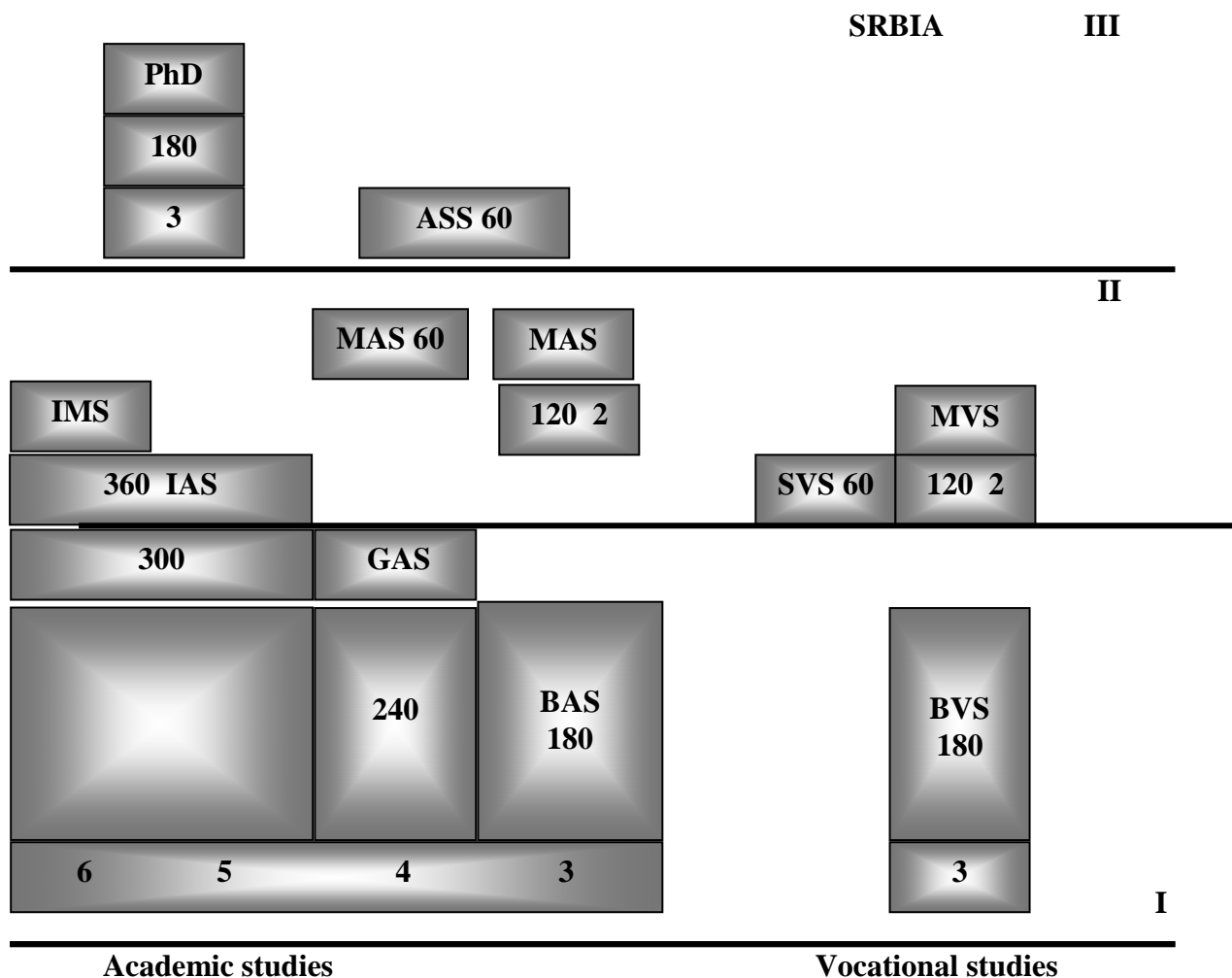


## GERMANY



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IMS -integrated medical studies

(360 ECTS); IAS –Integrated academic studies (300 ECTS); GAS-graduate academic studies (240 ECTS); BAS-Basic academic studies (180 ECTS); BVS-Basic vocational studies (180 ECTS); M A S-master academic studies (60 or 120 ECTS); MVS-Master vocational studies (120 ECTS); SVS-specialist vocational studies (60 ECTS); ASS-academic specialist studies(60 ECTS); PhD-doctoral studies (180 ECTS).

By analysis of the given diagrams, it can be concluded:

similarities	differences
<ol style="list-style-type: none"> <li>1. binary system</li> <li>2. openness and availability to everyone</li> <li>3. ECTS system</li> <li>4. three cycles of studies within the system of higher education (specific feature of the German education system)</li> <li>5. pre-university system of education (grammar and vocational schools)</li> <li>6. course curriculum based on the aims and outcomes of learning</li> <li>7. dedication to gaining higher level of competences</li> <li>8. system of ECTS transfer</li> <li>9. Student mobility ?????!!!!</li> <li>10. teaching staff and its references</li> <li>11. existence of normatives in standards</li> <li>12. division into scientific fields</li> <li>13. % of GDP as a measure for determining the amount of financing scientific-research work and higher education</li> </ol>	<ol style="list-style-type: none"> <li>1. recognition</li> <li>2. national framework of qualifications</li> <li>3. horizontal mobility</li> <li>4. structural organization of non-academic higher education</li> <li>5. integration of the system of higher education</li> <li>6. financing</li> <li>7. access to the EU funds</li> <li>8. scientific-research work available to the entire higher education</li> <li>9. specific aspects of certain recognized education features which are outside the framework of the Bologna declaration.</li> <li>10. % integrated study programmes</li> </ol>

The analysis of the established similarities and differences, cannot leave us indifferent. Although a high percentage of similarities in respect to key elements which define the system of higher education has been established, the issue of functionality and sustainability of high quality in the following period represents a great challenge to further development of vocational education.

How to face these challenges? The answer to this question will be looked for in the expected outcomes! Therefore, a special attention in the future should be directed to the analysis of these outcomes and doing whatever is possible to accomplish them. By this we have in mind, in the first place, the role of the Ministry of Education and Science of the Republic of Serbia.

Work Package NO	Deliverable NO	Title	Type of nature of deliverable	Delivery Date
WP1	1.1	Comparative analysis EU/Serbia	Report	2012-01-15
	1.2	Development of unification model	Report	2012-04-15
	1.3	Round table discussion	Events: Conferences and Seminars	2012-03-15
	1.4	Installation of ACAS	Report	2013-10-15
	1.5	Student Parliament	Other products	2012-12-15
	1.6	Students participation seminar	Events: Conferences and Seminars	2012-09-15
	1.7	Central ICT services	Other products	2013-10-15
	1.8	Financial and Human Resources Management Seminar	Events: Conferences and Seminars	2012-04-15
WP2	2.1	Analysis of accreditation results	Report	2013-02-15
	2.2	EU Comparison of QA models	Report	2013-05-15
	2.3	Best practice in quality assurance	Events: Conferences and Seminars	2013-06-15
	2.4	Quality assurance strategy for ACAS	Report	2013-07-15
	2.5	Establishing a central quality assurance office	Other products	2013-12-15
	2.6	Quality assurance training for staff and students	Training	2013-11-15
	2.7	ICT database for QA indicators (Internet)	Other products	2014-09-30
WP3	3.1	Student services needs analysis	Report	2013-07-15
	3.2	Central student service office for ACAS	Other products	2013-06-15
	3.3	Retraining centralised student services	Training	2013-11-15
	3.4	Centralised International Student Service workshop	Events: Conferences and Seminars	2014-01-15
WP4	4.1	English language course	Training	2013-10-15
	4.2	Defining competences for central IRO	Report	2013-02-15
	4.3	Establishing a central IRO for ACAS	Other products	2013-07-15
	4.4	IRO staff retraining in EU	Report	2013-06-15

	4.5	Starting up IRO activities at ACAS	Other products	2014-09-30
WP5	5.1	Comparative analysis at ACAS	Report	2013-10-15
	5.2	Conference statues and procedures	Other products	2013-04-15
	5.3	Development of criteria for joining conference	Report	2013-07-15
	5.4	Defining mission of student conference	Report	2013-11-15
	5.5	Seminar on vocational higher education governance	Events: Conferences and Seminars	2013-09-15
WP6	6.1	Development of a project website	Other products	2014-09-30
	6.2	Promotional material	Other products	2014-09-30
	6.3	Infosessions for stakeholders	Events: Conferences and Seminars	2014-09-30
	6.4	Regional and national dissemination conferences	Events: Conferences and Seminars	2014-08-15
WP7	7.1	Financial analysis of Academy and Conference	Report	2014-08-15
	7.2	Strategic long-term business and marketing plan	Report	2014-08-15
	7.3	Long term partnership with other HEI and workfield	Other products	2014-09-30
WP8	8.1	Defining Monitoring Procedures	Report	2012-02-15
	8.2	Periodical internal monitoring of project results	Report	2014-09-30
	8.3	External monitoring of project results	Report	2014-09-30
WP9	9.1	Project management steering committee	Other products	2014-09-30
	9.2	Organisation of coordination meetings	Events: Conferences and Seminars	2014-09-30

## *Model of the Academy of vocational studies in Niš*

### *Establishing of the Academy*

Nine colleges of vocational studies of South-eastern Serbia, which are relatively small and unconnected, have started the initiative to join themselves institutionally and organisationally and fortify themselves by integration into the Academy of vocational studies in Niš. In this way a critical mass is formed for colleges of vocational studies to achieve their mission within the system of higher education, first of all by improving the quality of higher vocational education, rational use of equipment and development of educational processes in accordance with the standards of higher education. These schools are accredited for more than 30 study programs at the basic vocational studies from 4 educational-scientific fields and that way the legal condition for establishing the Academy of vocational studies ( to carry out at least 5 study programs from at least 3 educational-scientific fields) is fulfilled.

By the founding act of the Academy, the status of the Academy as an independent higher education institution as well as the position of the higher education units in it is determined. The council of the Academy, which is established, is appointed, and the person in charge ( responsible person ) has been elected. The city of Niš has provided for the premises. The cost evaluation for the operation of the Academy has been done. On the basis of the mentioned initiative, the TEMPUS project ( EU) has been approved.

Support, that is a decision for establishing the Academy is expected by the Ministry of education and science, which is also a partner of this project.

### *Integrative functions of the Academy*

The Academy of vocational studies provides for complete autonomy and unity in the following domains:

1. strategic planning
2. bringing study programmes
3. quality assurance and control
4. election to the position of teachers
5. issuance of diplomas and diploma supplements
6. policy of student enrollment
7. international co-operation
8. investment planning
9. employment and engagement of teachers
10. development of a unique information system

### *Autonomy of the colleges of vocational studies*

Colleges of vocational studies as higher education institutions with the status of a legal person, retain the complete autonomy and social responsibility in the following domains: bringing the statute and other general acts, election and dismissal of a college director, election of the Council members, forming of the professional bodies, disposal of personal income, deciding on interest issues for realisation of tuition, scientific, research and artistic work. They give suggestions and take an active part in decision-making about all integrative functions of the Academy.

### Academy activities

The Academy of vocational studies performs two cycles of education, with basic vocational studies and specialist vocational studies in the first cycle. The second cycle are two-year master vocational studies in the fields where prominent results have been achieved in applied research and development.

### Academy organs

- ◆ The President of the Academy is the management body.
- ◆ The Academy Council is the government body of the Academy.
- ◆ Student parliament of the Academy is the organ of student members of the Academy.
- ◆ The president of the Academy is elected by the Academy council for the period of 3 years from the line of professors of vocational studies of the Academy members.
- ◆ The Academy Council has 24 members, 18 of them from the representatives of the Academy members, 3 of them from the line of students and 3 of them are representatives of the founder appointed by the Government.
- ◆ The Senate of the Academy consists of: the President of the Academy, directors and representatives of the colleges which are members of the Academy.
- ◆ The Student Parliament of the Academy has 18 members, where each college member of the Academy has two student representatives.

### Academy financing

The Academy is financed from the resources provided for by the founder, from resources that it gains (own income), gifts, donations, sponsorships and other sources for gaining capital.

### Strategic goals of the Academy

1. The existing colleges of vocational studies which are relatively small and unconnected should be adjusted to the needs and the potentials of Serbia.

2. By implementing this model of integration, functionality will be improved, the autonomy will be retained and the social responsibility of colleges of vocational studies will be increased. This model gives the opportunity of development and long-term existence of colleges which are of special importance in some towns providing that they are the only higher education institutions there, as is the case in Prokuplje, Čuprija, Aleksinac and Pirot.

3. Within the Academy, efficient and rational use of expensive equipment is encouraged, which will be equally available to each member, no matter where it is located.

4. By integration, a critical mass is formed in professional bodies, especially in those which decide on study programs, election of teachers, rules of studies, etc.

5. By integration, conditions are made for mutual participation in national and international projects.



6. The Academy of vocational studies encourages bringing multi-disciplinary study programs of basic vocational studies as well as mutual study programs of master studies.

7. By integration, conditions are made for long-term co-operation with the economy and possibilities for practical training of students, that is for colleges of vocational studies to achieve its mission within the system of higher education, so that students can be trained for application of gained knowledge in practice.

In the future, active role and support of the Ministry of Education and Science of the R.Serbia as an equal partner in the project is expected.

April 25<sup>th</sup>, 2012  
In Niš

On behalf of the project consortium  
Dejan Blagojević  
VTS, director



## RESULTS OF THE WORKGROUPS

During the **first day** of the meeting in Krusevac, working groups discussed the issues related to the function of the Academy and its activities in the future period as well as the services that it would provide to its users, that is the staff behaviour towards the future users. With a view to its establishment and developing its activities and services, there has been a word about the current resources and their improvement for performing the function of the Academy in a quality way and determining the direction which the Academy will take, as well as the long term strategic goals of the Academy and the priorities which will be given special attention to when performing the activities.

### **The first working group reached a conclusion on the following issues:**

The reasons for establishing the Academy are the following:

1. to improve the current state in the system of higher vocational education by improving the quality
2. to integrate higher education vocational institutions, enable them to increase their autonomy and become stronger
3. to improve their international cooperation
4. to use teaching aids more efficiently
5. to make the status of higher vocational education institutions more secure in the work field in Serbia, by making them more recognizable
6. to improve the quality standards
7. to represent common interests
8. to unify curricula of the same or similar study programs
9. to enable the mobility between the institutions, as well as the teacher and student exchange

The activities that the Academy will be focused on with a view to provide quality service to its users ( students, teachers and the economy) are:

1. the quality improvement of the study programs ( life-long learning, integrated study programs)
2. strategic planning
3. investment planning
4. quality control
5. international cooperation
6. representing common interests to the market field
7. dissemination and promotion
8. election of teachers
9. enrollment policy

Special attention should be paid to improvement of the teaching staff, improvement of the existing and accreditation of the new study programs in accordance with the demand of the market field, rational use of the resources and creating a data base of the resources for each scientific field, development of international cooperation with a view to increasing the mobility of the teaching staff and the students with the purpose of their

education and improvement of the teaching process, better communication with the economy and other higher vocational institutions in the country and abroad with the aim to sign contracts on cooperation.

With a view to performing these activities, the Academy staff must have qualities which reflect in professionalism, competence, communicativeness, readiness for cooperation with the staff, students and openness to third parties ( the economy ).

The main aim of the Academy is to take over some integrative functions, so that the teaching staff can be relieved of the additional work load, and be able to devote themselves to the teaching profession and professional development.

In the following five years, the Academy will make vocational studies recognizable, provide good information services, bring unique measures for quality control and improve the quality of tuition, bring new study programs, create new services for issuing diplomas, election of teachers and enrollment policy.

What are currently considered to be weak points are low recognition of vocational studies at the market, low possibility of employment and poorly developed international cooperation, as well as the small possibility for teacher and student mobility.

It is believed that the situation can be improved for bi-lateral agreements, centralization of public purchase, increase in employment of qualified teaching staff, defining the quality criteria and their evaluation.

Innovations which are desirable and possible are creating an e-library, IT service, but also bringing integrated study programs and introducing distance learning as well as initiating publishing activity.

Strategic goals which are defined within this group are the following: improvement of the curriculum, creating the IT service, employment policy, international cooperation and life-long learning.

### **The second group made the following conclusions concerning the future activities of the Academy.**

The Academy should exist to integrate educational, vocational, innovative and entrepreneurial activities and to improve the quality standards and quality control. Users of the Academy will be: students, teachers and non-teaching staff, economy organizations, public services and the local government as well as the Republic.

The activities that the Academy will perform for the aforementioned users are: strategic planning, bringing study programs, quality control, creating the enrollment policy, election of teachers and associates, international cooperation, issuance of diplomas and diploma supplements, investments, and the development of the unique IT system.

These strategic goals are possible through adoption of the education development strategy, bringing the national framework, application for local and international projects (international cooperation), participation in international meetings, improvement of unique quality standards, assurance of quality control standards, as well as the integration of the aims of vocational studies with the demand of the economy and the public sector.

In the opinion of this group, the key processes in the development of the academy are: integration of higher vocational schools by the principle of regional integration, increasing the quality of higher vocational education, development of educational resources and the processes in accordance with the standards of higher education, mobility of teachers and exchange of students ( international Erasmus), intensive co-operation with the economy and the public sector as well as the co-operation with the National service for employment.

In the following five years, the Academy will move in the direction of long-term co-operation with the economy, the public sector and the adjustment with the regional needs, but also work on encouragement of practical training of students, improvement of competences and the outcomes of learning. With that view, one of the important tasks of the Academy would be intensive work on the quality improvement for the reception and selection of students, unification of the enrollment procedure and the rules of studying, as well as student and teacher mobility which will enable exchange of scientific knowledge and follow-up of the new European tendencies in education and the public sector.

Undoubtedly, some of the priorities would be the increase in the number of students at vocational studies, shorter time of studying, higher competences of graduate students in the application of gained knowledge. Master vocational studies (in duration of 2 years) are also in the scope as well as introducing studies of distance learning and life-long learning.

It will be necessary to have new qualifications such as improvement of the teaching staff competences in professional, didactic and pedagogical-psychological sense, in order to make innovations in tuition, such as modernization of tuition methods, introducing distance studying and life-long studying.

In the work on establishing the Academy it is necessary to keep autonomy, tradition, language, culture, ethnic qualification, but it is also necessary to make changes, such as modernization of old study programs (including ECTS files) and their adjustment to the regional needs, inclusion of new teaching staff in the tuition process, and work simultaneously on developing strategic planning and making vocational studies accepted and recognized by the National service for employment.

During the **second day** of the meeting, **the first working group** had the task to consider the questions related to the service of quality assurance and international cooperation. However, the group had time to give answers only to the questions related to the quality assurance.

The service for the quality assurance should exist to perform the following activities :

- ◆ to create the unique methodology for data processing for self-evaluation and accreditation
- ◆ to provide unique standards for quality of study programs, quality of tuition and study textbooks, quality of student service and quality of teachers and their work
- ◆ to define methodology of evaluation and carry out the evaluation of student work and student success during studies
- ◆ to give adequate SWOT analyses of values, weaknesses and possibilities

Users of this service would be:



The Ministry of Education and Science, National Council, Council for accreditation and quality control, Higher education institutions, members of the Academy and Conference, teachers, students, economy and the local government.

The key process of this service would be standardization of methodologies and informing the students and the outside users, so it is necessary for this service staff to be competent, approachable and open for cooperation.

The service should develop in the direction of connecting with foreign institutions in order to exchange experiences with the view of achieving the results related to the quality assurance like in these institutions, what is, in the opinion of the group, realizable in the following five years.

During **the second day** of the meeting in Kruševac, **the second group** had a task to give its answers to questions related to the work of the student service and the IT service.

In the group opinion, the purpose of the student service is to provide necessary information about the enrollment, study guidelines, exam schedules, student mobility, extra-curricular activities, student excursions, access to the library, cultural events within the Academy, but also planning the career of graduate students.

IT service serves to improve communication between the members of the Academy and its partners and enable access to all needed information for students and the teaching staff, the Ministry of education, municipalities and regional local authorities and provide information on education, vocation, research, enterprenurial activities and innovations. This universal service should be used for the purpose of access to e-library, distance learning and life-long learning as well.

The key processes that the Student service will be focused on are the work of the student parliament, introducing students in the work of professional bodies and informing graduate students about the possibilities for employment, in a way that is approachable to students and in accordance with their needs.

The key tasks of the IT service are to provide information precisely and in due time, enable interactive communication between the students and the service (exam schedule, consulting hours, enrollment conditions, library resources), as well as to promote the Academy.

The aim is that these services provide high quality service to their users, so, for that reason, it is necessary to introduce new technologies. In the next five years, the services will provide much faster access to information and approach their users much more efficiently and responsibly. With that view, it is necessary to possess human resources with excellent fluency in English and high level of IT literacy.

1. The project website [http://vtsnis.edu.rs/tempus\\_academy/](http://vtsnis.edu.rs/tempus_academy/) has been presented to all participants and has been generally considered as being very attractive and containing the necessary information. It is also possible to buy a specific domain name that can be inserted in the Tempus expenses.
2. Geert De Lepeleer presented an overview of the reviewed project finances. A contract with each project partner will be set up as soon as possible. First has to be solved the question: is the Conference going to be an active partner in the project ? When will the Academy be established? It is preferably that the equipment goes directly to the Academy. It is obvious that the answers to these questions are important for the final version of the contracts and the figures mentioned. Once these questions are settled, the contracts can be signed. If new partners join the project, all participating partners will have to write an approval letter to KAHO. In annex have been added: model letter for new partner, revised budget proposal ( supposing Academy and Conference will join the project, but of course this still has to be confirmed ) and the model contract proposal ( hereby with the figures for VTS, as example)
3. André Govaert distributed to each partner a questionnaire regarding the meeting evaluation. A summary of the results will be processed and will be presented at the occasion of the following seminar.
4. The next seminar will focus on student services and quality assurance. Each EU partner will invite a student representative. Meeting will take place in Vranje ( 17-20 September 2012). Preparatory templates will be sent in advance to all participants.
5. The language course should start as soon as possible. An ECTS file should be developed as soon as possible. It is possible that the course will be taught by teachers of the Academy partners. In this case the planned “ other costs “ for an external language supplier can be moved to staff costs taking into account of course the limits of the 30% rule of staff costs.
6. Danica Milosevic has been appointed as project secretary and will coordinate all administrative Tempus documents. Therefore she will come to KAHO Sint-Lieven to follow a retraining session in project management ( week of June 25<sup>th</sup> ). Staff costs can already be claimed according to the procedure in the model contract.

## ANNEX 1 ( model letter for a new partner)

( Please take over the text on headed paper of your organisation)

Date and place

Geert De Lepeleer  
KAHO Sint-Lieven  
Gebroeders Desmetstraat 1  
B-9000 Gent

Concerns : 517200-TEMPUS-1-2011-1-BE-TEMPUS-SMGR ( Establishing and Capacity building of the Southern Serbian Academy and the National Conference for Vocational Higher Education)

Hereby we confirm that our organization accepts ( The Conference ..... ) as a new project partner in the project mentioned above.

Yours sincerely

( signed by the contact person mentioned in the application) + stamp

## ANNEX 2 ( Revised budget proposal)

### ADAPTED BUDGET PROPOSAL

#### BUDGET BREAKDOWN BY PARTNER INSTITUTION

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To add (a) row(s), click a cell **INSIDE** the table, then on the upper Insert menu click "Row".

\* A flat-rate funding fixed at 7% of the direct eligible costs of the action will be allocated to the project to cover the general administrative costs generated by the project, which can be regarded as chargeable to the action.

## ANNEX 3 ( Adapted co-financing)

### SUMMARY OF CO-FINANCING REQUIREMENTS





ANNEX 4 -( Model contract proposal)  
CONTRACT / PARTNER AGREEMENT

**“Establishing and capacity building of the Southern Serbian Academy and the National Conference for Vocational Higher Education – ECBAC”**



(Number of the Grant Agreement)  
517200-TEMPUS-1-2011-1-BE-TEMPUS-SMGR

between

**Katholieke Hogeschool Sint-Lieven**  
(Gebroeders De Smetstraat 1- B-9000 Gent)  
represented by Prof. dr. Frank Baert, managing director  
hereinafter referred to as the **Coordinator**;

and

**The School of Higher Technical Professional Education in Niš (VTS Niš)**  
(Aleksandra Medvedeva 20, 18000 Niš, Serbia )  
represented by PhD. Dejan Blagojević, Director  
hereinafter referred to as **the Co-Beneficiary/Partner**

The present contract shall come into force on the day when it will be signed by all parties of the contract, the Coordinator and the Co-Beneficiary, but shall have retroactive effect from 15/10/2011 and cover the period up to 14/03/2015 (the latest date by which the final project report should be approved and the balance is expected to be paid by the EACEA).

Within the Tempus IV Programme, the European Commission approved and accepted the application for the project **Establishing and capacity building of the Southern Serbian Academy and the National Conference for Vocational Higher Education – ECBAC**.

The School of Higher Technical Professional Education in Niš is a Co-Beneficiary in this project. The European Commission has decided to fund the project with max. 711 014.67 EURO of the total project costs of 790 016.31 EURO. The remaining 79 001.64 EUR have to be co-financed from own funds of the partnership or other sources.

This project and the respective Grant Agreement “2011-2546/001-001” signed between the Coordinator and the Education, Audiovisual and Culture Executive Agency (EACEA) in September 2011 are indispensable parts of this contract. In more detail, all terms and conditions, articles, annexes and guidelines stated in the Grant

**Establishing and Capacity building of the Southern-Serbian Academy and the National Conference for Vocational Higher Education (ECBAC)**  
**Tempus project 517200-1-2011-1-BE-TEMPUS SMGR**

Agreement for this project are part of this contract. The Coordinator and the Co-Beneficiary shall be bound to this contract and the Grant Agreement for this project. This includes any further amendments to the Grant Agreement approved by the EACEA.

The following is hereby agreed between the Coordinator and the Co-Beneficiary to define their rights and obligations with respect to carrying out the specific tasks relating to the project.

### **Objective of this contract**

On the basis of the present contract the Coordinator and the Co-Beneficiary shall contribute to the achievement of the requirements of the Grant Agreement together with the other parties (co-beneficiaries) performing project actions in accordance with the terms and conditions as stated in the present contract. The parties to the present contract shall carry out the work in accordance with the timetable, using their best efforts to achieve the results specified therein, and shall carry out all their responsibilities under the present contract in accordance with recognised professional standard.

### **Subject of Funding**

The project goals, outcomes, and products are binding for the project team and each co-beneficiary. All co-beneficiaries are obliged to stick to the aims of the project as laid down in the application. The Co-Beneficiary will do its best to contribute to the collective goal.

Furthermore, the Co-Beneficiary complies with the following:

- The Co-Beneficiary ensures adequate communication with the Coordinator.
- The Co-Beneficiary performs the activities listed in the application according to the work plan.
- The Co-Beneficiary ensures that the interaction with other Co-Beneficiaries on the project's progress takes place in continuous and directed form.
- The Co-Beneficiary ensures that personal continuity is given and that consistency of work is guaranteed.
- The Co-Beneficiary agrees to supply to the Coordinator all the information that the latter finds necessary to ask for concerning the implementation of the present contract.
- The Co-Beneficiary will inform the Coordinator about any change in personnel, tasks or procedures of its project team.
- The Co-Beneficiary shall promptly inform the Coordinator of any delay in the performance of the activities undertaken.
- The Co-Beneficiary is responsible for engagement of the institution's staff and structures and reporting at deadlines which will be set by the Coordinator. The institution will thoroughly document the work in progress and deliver the interim reports if requested by the Coordinator.
- The Co-Beneficiary shall provide the personnel, facilities, equipment and material necessary to be able to perform and complete the Co-Beneficiary's share of the work under this contract.

## Payment of funds to the Partner Institution

The Coordinator shall remunerate the Co-Beneficiary for the project activities satisfactorily completed according to the description and schedule stipulated at the project application and Grant Agreement.

Payments to the Co-Beneficiary shall be made according to the following conditions and schedule:

- Staff Costs: payments will be made semi annually after the reception of the signed conventions and taking into account a percentage of 10% of co-financing of the total project costs incurred by the Co-Beneficiary by the date of payment (staff costs, travel costs and costs of stay, costs of equipment, printing and publishing costs, other costs, indirect costs). The Co-Beneficiary agrees that payments for staff costs can be transferred to:
  - a) bank account of Co-Beneficiary;
  - b) bank accounts of Co-Beneficiary's staff (service providers) who fulfilled the work for the project.The payment of staff costs will be made after reception of complete supporting documentation and duly filled in, signed and stamped Request for Internal Consortium Payment (Annex 5) where the payment option must be clearly indicated.  
Daily rates for the staff costs should be within the usual remuneration policy of the Co-Beneficiary and, in any case, can not exceed the maximum daily rates stipulated by the Grant Agreement for country concerned.
- Travel Costs and Cost of Stay: can be paid by the Coordinator in the following ways:
  - a) after mobility to the personal bank accounts of Co-Beneficiary's staff who fulfilled travels within the implementation of the project;
  - b) after mobility to the Co-Beneficiary's bank account;
  - c) in advance (up to 3 months prior the planned mobility) to the bank account of the Co-Beneficiary
  - d) in advance (up to 3 months prior the planned mobility) to the bank account of the Co-Beneficiary's staff.The Co-Beneficiary must provide the Coordinator with the filled in, signed and stamped Request for Internal Consortium Payment (Annex 5) where the payment option must be clearly indicated.  
\* The cancellation penalties, fees for date change or the total ticket cost (in case of non-refundable tickets) can be accepted on the project costs only in case of providing the Coordinator with the official statement of the Embassy about the refuse in visa or in case of illness when the travelling is contraindicative and this approved by the appropriate medical certificate. All other situations that caused the above mentioned penalties can not be considered as justified reasons and therefore these penalties will not be paid from the project costs.
- Costs of printing and publishing costs, other costs: can be paid by the Coordinator either to the account of the Service Provider or Co-Beneficiary. Payment to the Co-Beneficiary's account is possible only after providing the Coordinator with the appropriate confirmation that the costs were paid for the project by Co-Beneficiary to third parties (Service Providers). Irrespectively of the chosen payment method the Co-Beneficiary must ensure impartial selection of external Service Providers properly avoiding any conflicts of interests and, when requested by the Grant Agreement, follow the appropriate tender procedure providing the Coordinator with, at least, three bids for the payment.
- Indirect costs: According to the project's budget the Co-Beneficiary can receive the amount of maximum 5000 EURO of the indirect costs. Indirect costs are eligible for the general administration of activities directly relevant to the implementation of the project. The 20% of the foreseen indirect costs will be transferred to Co-Beneficiary after the signature of this contract by all parties. The final total amount of indirect costs can not be higher than indicated above and may change depending on the total costs incurred within the whole project. The remaining indirect costs of maximum 80% of mentioned above amount will be transferred by the request of Co-Beneficiary after the final approval of the project expenses by the Education, Audiovisual and Culture Executive Agency (EACEA).

The costs, which will be considered as ineligible by the EACEA within the final financial assessment due to any violation of the guidelines, will be deducted from the Co-Beneficiary's indirect costs or, if indirect costs can not cover in full the ineligible expenditures, must be refunded by the Co-Beneficiary to the Coordinator.

Co-Beneficiary undertakes the responsibility to recover to the Coordinator any financial losses that could occur due to the improper use of project's finances or inaccurate performance of financial management by the Co-Beneficiary.

### Budget of the Partner Institution

Any amount received has to be strictly and solely dedicated to the project funding in accordance with the guidelines and regulations of the Grant Agreement and the budget items laid down in the application must be respected.

The budget of the Co-Beneficiary can be divided in the following way:

Staff Costs : co-financing)	23 600 EURO (15645.5 Tempus grant + 7954,5
Travel Costs and Costs of Stay:	19 000 EURO (Tempus grant)
Equipment:	0 EURO (Tempus grant)
Printing and Publishing:	13 900 EURO (Tempus grant)
Other Costs:	5 000 EURO (Tempus grant)
Indirect Costs (Overheads):	5 000 EURO (Tempus grant)
<b>Total:</b>	<b>66 500 EURO</b>
<i>Tempus Grant :</i>	<i>58 545,5EURO</i>
<i>Co-financing contribution:</i>	<i>7954,5 EURO ( 10% of total costs + 10% of equipment)</i>

The partner agrees that the equipment will be directly purchased by the Academy (104 360 EURO) and the Conference (18 000 EURO) for the total amount of 122 360 EURO.

The above mentioned figures indicate a maximum. The Tempus grant can be lower if the actual expenditures respectively to actual working days performed for the project are less than expected or readjustment of the budget has been applied. These can be in no case higher than stipulated above. Furthermore the amounts can only be paid if eligible supporting documentation is provided by the Co-Beneficiary.

Co-Beneficiary has a right to co-finance the project within any of budget headings except the Indirect Costs. In case of co-financing within budget headings other than the Staff Costs, the Co-Beneficiary must inform the Coordinator about this in a due time.

Furthermore, the costs not accepted by the EACEA within the final financial assessment due to any violation of the guidelines (ineligible costs), will be deducted from the Co-Beneficiary's indirect costs or, if indirect costs are not enough to cover in full the ineligible costs, must be refunded by the Co-Beneficiary to the Coordinator.

### **Bank details for payments**

The remuneration to be paid to the Co-Beneficiary shall be paid into the following bank account:

<b>Name and Address of the Account Holder:</b>	
<b>Account number:</b>	
<b>Name and address of the Bank:</b>	
<b>Correspondent bank:</b>	
<b>Correspondent account:</b>	

The bank details for remuneration to be paid directly to the staff members of Co-beneficiary or to other third parties must be clearly indicated in the subcontracts (where applicable) or attached to the Request for Internal Consortium Payment.

### **Accounting, Record Keeping and Reporting**

Supporting documents for every item of expense have to be thoroughly documented and sent to the Coordinator in due time. Incurred expenditures can only be financed from project grant if they are in compliance with eligibility conditions.

The Co-Beneficiary is fully responsible for the appropriate application of accounting system. In more detail, the Co-Beneficiary complies with the following:

- The Co-Beneficiary accepts the liability for the adequate and orderly accounting of this project according to the rules and regulations of the Grant Agreement for this project.
- The Co-Beneficiary is aware of the fact that any costs which would be identified as ineligible by the EACEA within the final report assessment need to be reimbursed to the Coordinator who is obliged to forward the ineligible amount to the EACEA.
- The Coordinator shall provide the Co-Beneficiary with the appropriate forms for the declaration of expenses and the respective instructions for their completion.
- The Coordinator may reject any item of expenditure which cannot be justified in accordance with the rules set out in the guidelines for the use of the grant. No original invoices will be required by the Coordinator. Readable copies are accepted.



## **Intellectual property**

The cooperation under this project is regarded as a strategic partnership. Partners bring in-kind and contribute through their intellectual know-how to a collective product. Copyrights will be respected as follows:

- Material already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights have to be strictly safeguarded, permission for reproduction and scale of reproduction have to be settled beforehand.
- Where partners develop material within the scope of the project this material will be available for the partnership as a means within the common goals set in the partnership.
- Collective products in tangible form, like manuals, CD-ROMs, online data, as the authorised result of this project work may be disseminated and translated into the respective partner's national language for free as long as they are not marketed for profit. Throughout the contractual period of the project the partnership is the proprietor of the product, and thus the Coordinator is the copyright holder.

## **Termination**

In the event that the Co-Beneficiary fails to perform any obligations under the present contract or the Grant Agreement, the Coordinator may terminate or cancel this agreement. If the Coordinator or the Co-Beneficiary breaches the terms of the present contract, the other party shall have the right to terminate this contract.

The Coordinator shall have the right to terminate the present contract if the Co-beneficiary has made false declarations to the Coordinator on work carried out or on expenditure. If the present contract is so terminated, the Coordinator may require the Co-Beneficiary to reimburse all or part of the payments made under this contract.

## **Annexes**

- Grant Agreement: A copy of the Grant Agreement signed between the KAHO Sint-Lieven and the Education, Audiovisual and Culture Executive Agency
  - Annex 1 of the Grant agreement: Description of the action
  - Annex 2 of the Grant agreement: Estimated budget of the action
  - Annex 3 of the Grant agreement: Deadlines for reports
  - Annex 4 of the Grant agreement: Guidelines for the use of the grant
  - Annex 5. Request for Internal Consortium Payment.
-





## Signatures

We, the undersigned, declare that we have read and accepted the terms and conditions of this contract as described here before, including the annexes thereto.

### For the Coordinator:

**Prof. dr. Frank Baert**

\_\_\_\_\_  
Name of the legal  
representative

**Managing Director**

\_\_\_\_\_  
Position

**Gent**

\_\_\_\_\_  
Date and Place

\_\_\_\_\_  
Signature

Stamp of the institution

### For the Co-Beneficiary:

**PhD. Dejan Blagojević**

\_\_\_\_\_  
Name of the legal  
representative

**Director**

\_\_\_\_\_  
Position

**Niš**

\_\_\_\_\_  
Date and Place

\_\_\_\_\_  
Signature

Stamp of the institution

**Annex 5**

*to the Contract/Partner Agreement  
concluded between the Coordinator and Co-Beneficiary  
within the Joint European Tempus Project  
ECBAC – Establishing and capacity building of the Southern Serbian  
Academy and the National Conference for Vocational Higher Education*

**REQUEST FOR INTERNAL CONSORTIUM  
PAYMENT**

**Payment is requested from the  
Coordinator:**

Katholieke Hogeschool Sint-Lieven

**Payment is requested by the Co-  
Beneficiary:**

**Type of payment:**

- advanced payment  
 payment of incurred costs

**Type of costs to be paid:**

- staff costs  
 travel costs and costs of stay  
 equipment costs  
 printing and publishing costs  
 other costs  
 indirect costs

**Payment is requested to the account  
of:**

- Co-Beneficiary  
 Other (please specify) \_\_\_\_\_

**Brief description and calculation of  
the requested payment:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*We, undersigned, confirm that the requested payment is strictly and solely dedicated for the implementation of the project and will be managed in accordance with the guidelines and regulations of the Grant Agreement and the budget items laid down in the application.*

**Legal representative of the Co-  
Beneficiary:**

\_\_\_\_\_  
(name, forename and function)

\_\_\_\_\_  
(date)

\_\_\_\_\_  
(signature and seal)