



IF4TM

Institutional framework for development
of the third mission of universities in Serbia



**Analysis of the regulatory
documents and existing structures
for all three dimensions of third
mission activities at seven Serbian HEIs**





IF4TM

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Abstract	This report informs about practices, policies and legal frameworks for establishing the third mission of universities. The report is based on the questionnaire which was filled in by Serbian HEIs in the scope of WP1 of IF4TM project. Both national and institutional policies are addressed and thoroughly examined. The regulation of the three pillars of the third mission of the university, namely technology transfer and innovation, continuous education and social engagement is discussed and recommendations for further enhancement in these fields are provided.
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LIST OF ABBREVIATIONS

HEI – Higher Education Institution
UKG – University of Kragujevac
UBG – University of Belgrade
UNS - University of Novi Sad
UNI - University of Nis
SUNP - State University of Novi Pazar
TCAS - Technical College of Applied Sciences in Zrenjanin
BMU - Belgrade Metropolitan University
TTI – Technology Transfer and Innovation
TTO – Technology Transfer Office
CE – Continuous Education
CEO - Continuous Education Office
LLL – Life-long Learning
SE – Social Engagement
IP – Intellectual Property



EXECUTIVE SUMMARY

This report informs about policies and legal frameworks for establishing the third mission of universities. The widely accepted definition cites that "the Third Mission encompasses a wide range of activities involving the generation, use, application and exploitation of knowledge and other university capabilities outside academic environments (Tuunainen, 2005). Those activities are divided into three dimensions: 1) Technology transfer and innovation; 2) Continual education; 3) Social engagement."

Methodologically, the report is based on the questionnaire

(https://docs.google.com/forms/d/1YTnPwLHlzNY5a4H_8_24gXl8d6e8864pA7EL6KpiGLk/vi ewform?c=0&w=1)

which was filled in by Serbian HEIs in the scope of WP1 of IF4TM project. This questionnaire aimed at collecting data about practices, policies and legal frameworks for establishing and supporting the third mission of universities. The questionnaire was filled in by one representative of the HEI (representatives of HEI involved in the project), who have collected the relevant data about the institution. The deadline for submission was 15/02/2015.

Our analysis shows that neither national nor institutional regulatory documents explicitly name and address the Third mission of the university per se. There is no separate national or institutional regulatory act that addresses the Third mission per se or its third pillars: technology transfer and innovation, continuous education and social engagement. However, our analysis also shows that the following national regulations are relevant for the third mission of HEIs: Law on Higher Education, Law on Innovation Activity, Law on Scientific Research Activity, Law on Education of Adults, Patent Law, Law on Trademarks, Law on Legal Protection of Industrial Design, Law on Indications of Geographical Origin, Law on Copyrights and Related Rights, Law on Protection of Trade Secrets, Law on Legal Protection of Topography of Semiconductor Products, and the Strategy for scientific and technological development of the Republic of Serbia for the period 2016-2020 – *Research for Innovation*.

Regarding institutional policies relevant for the 3d mission of HEIs our analysis shows that it is usually covered by the Statute of the institution, as that is the document that establishes permanent rules to govern internal affairs. Some other institutional regulations may also be relevant for the third mission, such as documents on quality control, code of practice for teaching staff or institutional strategies.

With regard to existing institutional structures that should support third mission we can report the following:

TTI activities - except from SUNP, TCAS and BMU, all other HEI involved in the study reported that they have TTI organized as a separate entity at their university. However, although the university TTIs do exist, their capacities are quite modest to cover all activities



in the field of TT&I. However, due to decentralization of universities, lots of TTI activities are happening on faculties themselves, and this research did not cover data on third mission in that level of depth. Therefore, further investigation into TTI practices happening at faculties is more than welcome.

CE&LLL activities - UNS, SUNP and TCAS reported that there is no Continuous Education Office on their university. Other HEI in this research report that they do have LLL office or CEO as a separate entity at their universities. However, although the university LLLOs or CEOs do exist, their capacities are quite modest to cover all activities in the field of continuous education. However, here as well faculties themselves take care about continuous education through their independent units. Therefore, further investigation into LLL and CE practices happening at faculties is more than welcome.

SE dimension is underdeveloped in particular within all of the surveyed institutions and further efforts should be made in order to consistently develop activities within this dimension;

HEI should consider to: build stronger commitment to the third mission by explicitly including these activities into universities' mission statements, regulatory and strategic documents; raise awareness about the importance of the third mission of university both in academia and general public; keep all the relevant stakeholders informed about the third mission activities that are happening on the university and its faculties;; strengthen organizational culture of the third mission among all students and employees through continuous communication of desirable values, by motivating employees and students to accept these values and taking corrective action in case of non-compliance with them; encourage entrepreneurial behaviour among academics and students at all levels of studying; encourage cooperation with business sector to foster all three dimension of the third mission; invest more resource into building organisational capacities in order to be able to undertake third mission – to further develop established organizational units for TTI, LLL and SE, and to enable their growth.



1. Regulatory Documents on Third Mission Activities at Seven Serbian HEIs

1.1 About Serbian HEIs in IF4TM

Overall, there are 18 universities operating in Serbian educational space (<http://www.konus.ac.rs/sastav.html>), of which: a) 8 public; and b) 10 private universities, covering the whole range of academic studies and scientific disciplines. IF4TM project encompasses five state universities (all besides the University of Pristina, University of Defence and the University of Arts), one private university and one state college.

University of Kragujevac (UKG), Kragujevac, Serbia (www.kg.ac.rs) is a public educational and research centre with 12 faculties operating within it. Overall, 18821 students attend university on three levels of education (1st cycle -BSc, 2nd cycle - MSc, 3rd cycle – PhD). University employs around 1215 academic and 280 non-academic staff.

University of Belgrade (UBG), Belgrade, Serbia, (www.bg.ac.rs) is a state university with its main activities in the fields of higher education and scientific research. It includes 31 faculties which are separate legal entities, having their own management and functioning structures. Overall, 96962 students attend university on three levels of education. University employs around 5951 academic and 3046 non-academic staff.

University of Novi Sad (UNS), Novi Sad, Serbia, (www.uns.ac.rs) is the second largest state university in Serbia with around 50000 students on three levels of education and approximately 4000 academic and 1000 non-academic staff. It includes 14 faculties.

University of Nis (UNI), Nis, Serbia, (www.ni.ac.rs) comprises of 13 faculties. University of Nis presently has around 28207 students and employs 1639 on academic and 740 people on non-academic positions.

State University of Novi Pazar (SUNP), Novi Pazar, Serbia, (www.np.ac.rs) is the youngest and the only integrated state university in Serbia. Within 10 faculties operating within SUNP 240 teaching and 90 non-teaching staff are employed. SUNP is attended by 4000 students on three levels of education. It has the annual budget of 2600000 and 830000 of income from private/ competitive sources.

Technical College of Applied Sciences (TCAS), Zrenjanin, Serbia, (www.vts-zr.edu.rs) focuses on higher education, organisation of trainings and research. TCAS is attended by 600 students on the 1st level of higher education and employs 36 academic and 31 non-academic staff. It has the annual budget of 7041760 euro and 1881680 of income from private/competitive sources.

Belgrade Metropolitan University (BMU), Belgrade, Serbia, (www.metropolitan.edu.rs) is the only private university in our sample. According to its structure profile, it is integrated university consisting of three faculties, which do not have the status of separate legal entities. Every year BMU enrolls 350-400 new students, having around 1 375 students on three educational levels at the moment. BMU employs 90 academic and 26 non-academic staff. Its annual budget is around 1450000 eur.



Table 1: Comparative overview of Serbian HEIs in IF4TM

Institution Name	Legal status	Number of Faculties/ Schools	Number of students	Number of teaching staff and researchers	Number of non-academic staff	Degree levels offered	Annual Budget (€)	Income from private/competitive sources (€)
University of Kragujevac	Public	12	18821	1215	280	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	x	x
University of Belgrade	Public	31	96962	5951	3046	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	162894000	59796000
University of Novi Sad	Public	14	50000	4000	1000	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	x	x
University of Nis	Public	13	28207	1639	740	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	210000000	35000000
State University of Novi Pazar	Public	10	4000	240	90	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	2600000	830000
Technical College of Applied Sciences in Zrenjanin	Public	0	600	36	31	1st cycle (BSc)	7041760	1881680
Belgrade Metropolitan University	Private	3	1375	90	26	1st cycle (BSc), 2nd cycle (MSc), 3rd cycle (PhD)	1450000	1450000

Analysis of the regulatory documents and existing structures for all three dimensions of third mission activities at seven Serbian HEIs



1.2 National policies relevant for the third mission

1.2.1 Law on Higher Education Serbia

The Law on Higher Education in Serbia regulates the higher education system, defining the conditions for realization of higher education activities and related financial and other matters. This is especially related to the necessary engagement of higher education institutions (HEIs) in scientific and research, as well as creative and artistic work, and other activities such as consulting, publishing, commercialization of achieved results, etc. With reference to HEIs knowledge and technology transfer activities, it is stated that university and its members may found Technology Transfer Centre and Innovation Centre, Business technological park and other units in accordance with the law.

The Law also defines the role and responsibility of universities as independent HEIs that combine educational, scientific research, professional and artistic work into single higher education process. On the other side, faculties and academies of art are defined as HEIs within the university that are not independent HEIs although they are separate legal entities. They realize study programmes, develop scientific, research, professional and artistic work in one or more areas.

Professors and teachers are formally employed by the faculties and not by the universities, but their conclusion of employment contract depends on the manner and procedures defined by the university. Nevertheless, faculties regulate the rights and obligations of their employees and not the university, including the obligations related to IP rights.

In higher education system such as this, the university integrates the functions of all its institutions and units, by conducting unified policies to continually promote quality of courses as well as scientific research and artistic activities, so they can adopt unified policies in the area of IPR which are obligatory for all university members (faculties, academies, institutes).

Source:

- www.parlament.gov.rs/upload/archive/files/cir/pdf/zakoni/2005/pdf-1616-05-cir.zip
- http://www.coe.org.rs/REPOSITORY/95_law_on_higher_education.doc

1.2.2 Law on Innovation Activity

The Law on Innovation Activity regulates the application of scientific knowledge, technical and technological knowledge, discoveries and inventiveness, in order to support the creation and realization of products, processes and services as driving force of economic development.

It defines in more details the principles and goals of centres for technology transfer (TTO) and ownership over IP rights related to the programs of innovation activity.

The TTO is defined as a company set up only to perform the technology transfer for the purpose of application of technological innovations, including the partners and ideas search, commercial potential assessment, assistance in IP protection, etc.



Regarding the IPR, this Law regulates the ownership of IP rights only over the results of the projects co-funded by the state, and only some of the IP rights (patent, petty patent, industrial design and topography of semiconductor products) and not all (copy rights, especially software). Additionally, the inventor should inform the organization where he is employed about the invention, but only in the case of patent and petty patent.

It also defines that the owner of the IP rights is not the entity that funded the project (the state), but the organization where the invention was made, which is in line with Baydoh Dole Act but it refers only to patents and petty patents, which may cause confusion in the application of this Law.

Sources:

- http://www.innovationfund.rs/documents/LAW_ON_INNOVATION_ACTIVITY.pdf
- http://www.paragraf.rs/propisi/zakon_o_inovacionoj_delatnosti.html

Official gazette RS No 110/2005, 18/2010 i 55/2013

1.2.3 Law on Scientific Research Activity

This law regulates planning and realization of general interest in scientific research, ensuring the quality and development of scientific research, then establishment, organization and management of organizations engaged in this activity, etc.

It then regulates the foundation and work of the institutes, as organization conducting the scientific and research activities of general interest.

At the same time, the Law regulates the ownership of IP rights but broader than in the Law on Innovation Activity and include all material and non-material goods.

If the research results are produced in the state-funded project, the right for protection of inventions (patent and petty patents) has the organization that carried out the research, and researcher(s) is entitled in the patent application. Should invention be economically used, researchers shall be entitled to compensation to at least 50% of the profit realized by the organization. If there are more researchers, the profit is shared among them based on individual contribution (if determined) or on equal shares.

Sources:

- <http://www.mpn.gov.rs/wp-content/uploads/2015/09/Zakon-o-NID-iz-Paragrafa-sl-gl-112-iz-2015-preciscen-tekst.pdf>
- [Law on Scientific Research Activity](#)

1.2.4 Law on Education of Adults

This law regulates education and lifelong learning of adults as part of a unified education system in the Republic of Serbia, by providing adults lifelong acquisition of competencies and qualifications necessary for personal and professional development, labour and employment, as well as socially responsible behaviour.

Source:

<http://www.parlament.gov.rs/upload/archive/files/cir/pdf/zakoni/2013/2230-13.pdf>



1.2.5 Strategy for scientific and technological development of the Republic of Serbia for the period 2016 – 2020 – “Research for Innovations”

The vision of the Strategy is to develop a system that will support the excellence in science and its relevance for the economic development, as well as the development of the society in general.

In order to develop economy and society in the environment which stimulates industrial, technological and socio-cultural innovations, the Strategy defines its general objective as improvement of efficiency and effectiveness of scientific and research system, which will enable creation of new knowledge, development of new and improvement of existing technologies and education of high quality research staff. This will be achieved through the set of six interrelated specific objectives:

1. Supporting the excellence and relevance of the scientific research in the Republic of Serbia through:

- a. introduction of joint research projects with industry that will solve concrete problems within thematic fields for pre-determined end users
- b. development of scientific and research infrastructure, available to small and medium enterprises, especially start-ups which are by definition directly engaged in the process of technology and innovation development
- c. implementation of the strategy for spreading the scientific, technological and innovation culture by academic and other scientific and research institutions, through development of communication with mass media, students and teachers, development of regional Centres for the promotion of science, and other supporting actions such as students competitions (“Student innovator”) and pupils competitions (“Pupil innovator”)

2. Strengthening the links between the science, industry and society with the aim to encourage innovations, through measures such as:

- a. encouragement of scientific and research results application,
- b. reinforcement of the Innovation Fund and innovation activities through funding of joint project of enterprises and scientific and research organizations
- c. inclusion of researchers and scientific and research organizations into the innovation process and establishment of international cooperation
- d. establishment of joint innovation projects of private sector and scientific and research organizations
- e. improvement of knowledge and technology transfer, through establishment of Technology transfer offices, realization of Proof-of-Concept programme, etc.
- f. support to establishment of spin-off companies
- g. establishment of structures such as science and technology parks, research and development clusters, etc.



3. Establishing the efficient system of science and innovation management in the Republic of Serbia
4. Securing the excellence and availability of human resources for science, economy and social activities
5. Promoting the international cooperation in the domain of science and innovations
6. Increasing the investments into research and development through public funding and encouraging the private investments

Source:

<http://www.mpn.gov.rs/wp-content/uploads/2015/08/PREDLOG-STRATEGIJE-2016-do-2020-poslat-na-misljenje-28-decembra-2015.pdf>

The list of the additional legislative documents which regulate this field is provided below (table 2), while each of the cited acts will be explained in more details in the Report within Act1.3.

Table 2: Additional national legislation in the given domain

Legislative Document	Hyperlink
The Patent Law	http://www.zis.gov.rs/upload/documents/pdf_en/pdf_p_atenti/The%20Patent%20Law.pdf
Law on Trademarks	http://www.zis.gov.rs/upload/documents/pdf_en/pdf_zi_govi/LAW%20ON%20TRADEMARKS%20-%20AMENDED%20PRECISCEN%20NOV%2025022013.pdf
Law on Legal Protection of Industrial Design	http://www.zis.gov.rs/upload/documents/pdf_en/pdf_di_zajn/design_law.pdf
Law on Indications of Geographical Origin	http://www.zis.gov.rs/upload/documents/pdf_en/pdf_o_gp/igo_law.pdf
The Law on Copyright and Related Rights	http://www.zis.gov.rs/upload/THE%20LAW%20ON%20COPYRIGHT%20AND%20RELATED%20RIGHTS-version%20in%20force%204.1.2013..pdf
The Law on the Legal Protection of Topography of Semiconductor Products	http://www.zis.gov.rs/upload/documents/pdf_en/pdf_tik/Tik_zakon_eng_290713.pdf
The Law on The Protection of Trade Secrets	http://www.zis.gov.rs/upload/documents/pdf_en/pdf/No_vi_zakoni/THE%20LAW%20ON%20THE%20PROTECTION%20OF%20TRADE%20SECRET.pdf

1.3 Institutional policies relevant for the third mission

1.3.1 Statutes of the HEIs

The third mission of HEIs under investigation is usually described in the *Statute* of the institution, as a document that establishes permanent rules and policies to govern internal affairs.



Statute of the UKG

Having in mind the role of the university which, in line with the Article 48 of the Law on Higher Education, integrates the functions of all its faculties and organizational units, the University of Kragujevac realizes the uniformed policies for continuous improvement of quality of study programmes, science, research and artistic work. Integrative functions are defined in the University's Statute, as strong ground for promotion of its educational and scientific activities, and approach to European Higher Education Area (EHEA) and research (ERA), as:

1. Integration of educational, scientific research and artistic work of the faculties within the university, with the aim of their uniformed and harmonized activities;
2. Definition of joint policy and elaboration of joint development plans of its faculties;
3. Provision of student and staff mobility;
4. Development of interdisciplinary and multidisciplinary joint study programmes;
5. Provision of control and improvement of quality and competitiveness of teaching, research, artistic and professional work; and
6. Provision of rational use of human and material resources.

Source:

http://www.kg.ac.rs/Docs/statut_univerziteta_u_kragujevcu_02042015.pdf

The Statute of the UBG

With an aim of integrating higher education, science and practice Statute of the University of Belgrade in its Article 16 defines that The University and faculties mentioned in the Article 10, Paragraph 2, Point 1 of the Statute may found legal entities i.e. branches whose activities shall integrate higher education, science and practice, such as technologies transfer centre, innovation centre, business-technology park and other similar organisational units, pursuant to the Law.

The University's decision on founding legal entities i.e. branches mentioned in Paragraph 1 of this Article shall be rendered by the Council, upon the Senate's proposal; the faculty's decision shall be made by its managing body, pursuant to the Statute of the faculty.

The Statute also defines that The University i.e. faculty may independently or together with other higher education institutions implement lifelong education programmes (hereinafter referred to as: permanent improvement programmes) outside the scope of their studying programmes for which they have operating license.

The permanent improvement programmes shall be established by the Senate i.e. teaching and scientific council of the faculty.

The permanent improvement programmes shall be implemented as courses, seminars, workshops, expert and scientific counselling and other forms of improvement, where the course-takers have the opportunity to learn specific professional and scientific fields so as to broaden and deepen their knowledge and effective practical work.

Terms, conditions and procedure of implementation of the permanent improvement programme shall be established in the general act adopted by the Senate upon the Rector's proposal i.e. the proposal of the teaching and scientific council of the faculty.



The course-takers of the permanent improvement programme may be persons with at least secondary education.

Persons enrolled in the programme mentioned in Paragraph 1 of this Article shall have no status of a student as defined in this Statute.

Persons passing the permanent improvement programme shall be issued a certificate by the higher education institution in the format defined by the Senate.

Source:

http://www.bg.ac.rs/files/en/university/StatutUni_eng.pdf

Statute of the UNI

The Statute of the University of Nis regulates structural organization and activities of the University of Nis, the status of higher education institutions operating within it, the structure, authorities and method of decision-making in the university bodies and entities, the status of teaching staff, associates and other university employees, the status of students, scientific and development research, as well as other issues relevant for the University. Several articles define the role of Centres relevant for the third mission of the University. Article 6 lists all organizational units operating within the University without the status of separate legal entities and among them: Centre for the technology transfer, Centre for lifelong learning, Interface Centre, Student support Centre. Their organizational structure and responsibilities are further developed in articles 69a, 69b, 69g.

Source:

www.ni.ac.rs/dokumenti/aktuelni-pravni-propisi-univerziteta-u-nisu/send/118-aktuelni-pravni-propisi-univerziteta-u-nisu/448-statut-univerziteta-u-nisu-preciscen-tekst-glasnik-un-82014

Statute of the UNS

According to the articles no. 44 and 45 of the Statute of the UNS, business, development and innovation centres, as well as the business incubators and the scientific-technological centres can be founded as the independent units at the University.

Article 44

University and higher education institution can establish a development and production centre, research and development centre and innovation centre as units for performing innovation activities, in accordance with current laws.

Development and production centre is established as an innovative organization that creates innovations, applies new technologies, launches products, services and technologies based on their own innovation work and development, in accordance with current laws.

Research and development centre is founded as an innovation unit performing applied and development research, creating innovation and introducing new knowledge and technologies into its own production and services or production and services of other business entities, in accordance with current laws.

Innovation centre is and innovation unit where own and others' scientific results and modern technological processes are applied in an original and systematic manner, with the aim of creating innovations, developing prototypes, new products, processes and services or



improved current ones in specific fields. Simultaneously, it performs knowledge and technology transfer into production and services of other business entities, in accordance with current laws.

Article 45

University can establish a business and technology incubator and science and technology park as a company for providing infrastructure support to innovation activities in accordance with current laws.

Business and technology incubator is a company whose primary activity is to offer, for compensation, office space, administrative, technical and other services to newly founded companies or innovation organizations, for not longer than 5 years from their foundation, in accordance with current laws.

Science and technology par is a company that provides, within defined framework, infrastructural and professional services to University, higher education institutions, science and research and innovation units in a specific scientific, research, development and production group, with the aim of networking, enhancing the technology implementation, new products and services creation and placement, in accordance with current laws.

Source:

<https://www.uns.ac.rs/index.php/univerzitet/dokumenti/send/34-statut-2/75-statut-univerziteta-u-novom-sadu-2>

Statute of the SUNP

Statute of the State University of Novi Pazar (SUNP) defines important organisational and operational issues of SUNP. This document is in line with Law on Higher education of RS. In this document basic rules concerning the third mission of the university can be found in the articles 3 and 5. These articles serve as the baselines for the number of the protocols, by-laws and cooperation agreements between SUNP and other institutions which are agents of the wider social context.

Source:

http://np.ac.rs/downloads/Dokumenta%20univerziteta/statut_dunp.pdf

Statute of the TCAS

Article 38 – the concept of lifelong learning foresees the implementation of lifelong learning programmes. Article 40 says that one of the activities of the College is innovation with the purpose of implementation of scientific, technical and technological knowledge. This should result in improvement of the existing products and processes and creation of new ones and their commercialisation in accordance with the market demands. Article 45 foresees establishment of centre for research and development in mechanical engineering, centre for research, development and technology transfer and centre for research and development in computer science. Article 25 defines the activities of the College which include innovation, design in the field of construction and engineering, production of machines and machine elements, trainings, consulting, development of software, machine maintenance.



Source:

http://www.vtszr.edu.rs/images/stories/DokumentiSkole/statut/statut_skole_sa_izmenama_i_dopunama_03102013.pdf

1.3.2 The quality assurance documents

Some HEIs regulate their third mission through quality assurance policies:

Rulebook on Quality Control Assurance of the UKG

Starting from the fact that higher education, founded on knowledge, the basis of development of society and its further economic and cultural progress and the advancement of human rights and fundamental freedoms, the mission of the University is, that through education, scientific research and participation in the development of the community, to deliver the highest academic standards and provide acquiring knowledge and skills.

To accomplish its mission, the University is enduringly committed to aim towards quality improvement of higher education and inclusion in the single European Higher Education Area.

As part of regular activities for ensuring quality at the University of Kragujevac, Commission for Quality Assurance considers individual complaints and/or suggestions of teachers, lecturers and students, concerning the quality of all activities at the University, and especially the quality of the teaching process.

Source: http://www.kg.ac.rs/Docs/Pravilnik_o_obebedenju_kvaliteta.pdf

The Strategy of Quality Assurance UBG

The mission of the University of Belgrade is to provide superior education and exceptional knowledge to its students, not only in terms of their intellectual growth and development, but also in terms of growth and development of their human qualities and ethical values, and inspiring their wish and inclination to be leaders; moving the boundaries of knowledge and higher education, promoting intellectual surroundings which cherishes and honours true values, respect and accepting people's differences and devotion to knowledge, development and human values.

Devoted to studying, education, progress and prosperity, the University of Belgrade strives to set the strongest standards in higher education, to cherish and encourage intellectual and personal growth and to stimulate meaningful work and effort which serve to the well-being of the entire society.

Source: https://www.bg.ac.rs/files/sr/univerzitet/univ_propisi/StrategijaObebedjivanjaKvaliteta.pdf



1.3.3 Other relevant documents

Code of Practice for Teaching Staff of the UKG

This Code describes the set of rules on obligations and rights of the members of academic community which applies to all teachers, associates and researchers who are involved in teaching, scientific, research and artistic work at the University of Kragujevac.

Besides the main principles, the Code defines the relations towards profession, students, colleagues, institution itself and principles for relations towards social environment in general, and as such they are related to the social engagement dimension of the third mission.

Source: <http://www.kg.ac.rs/Docs/etickikodeks.pdf>

Regulations on the legal protection, commercial exploitation of intellectual property and on the activities of the Centre for Technology Transfer of UBG

Regulations on the legal protection, commercial exploitation of intellectual property and on the activities of the Centre for technology transfer of the University of Belgrade regulates the ownership of the intellectual property created in the UBG and its members, activities regarding the intellectual property and its commercialization as well as the activities and the competence of the Centre for technology transfer.

Source:

- www.ctt.bg.ac.rs/wp-content/uploads/2015/10/Pravilnik_final1.pdf
- <http://www.bg.ac.rs/sr/univerzitet/univ-propisi.php>

BMU Development Strategy

BMU Development Strategy 2016-2020 is a strategy document developed only for the internal use. It promotes 8 strategic goals, and two of them are relevant for the third mission of the university. More specifically, these are: Goal No. 4: Leadership in life-long learning programs; and Goal No. 6: Development of entrepreneurship and innovations.

Leadership in life-long learning programs

Strategic orientation:

- Life-long learning shall become the second source of revenue for BMU, as BMU will offer online and hybrid short training courses, and Short Cycle Programs with 30-60 ETCS;
- Program of integration of formal education programs with non-formal and informal learning;
- Corporate training and educational program.

Development of entrepreneurship and innovations:

- Set-up of business incubators and innovation Centres in both BMU campuses in Niš and Belgrade.
- Collaboration with investors to technology innovations.



- Development of a culture of innovation and spirits of entrepreneurship among BMU staff and students.
- Development of IT-related innovations together with ITC companies (using BMU innovation Centres) and BMU students.
- Enable Innovative Software Technology d.o.o. (BMU strategic partner company for SW development) to develop IT innovations and to offer its solutions to other companies.



2. Technology Transfer & Innovation

Technology transfer is the process of transferring skills, knowledge, technologies, methods of manufacturing, samples of manufacturing and facilities among universities and other institutions to ensure that scientific and technological developments are accessible to a wider range of users who can then further develop and exploit the technology into new products, processes, applications, materials or services.

2.1 Regulatory Documents on TTI

As explained, the *Law on Innovation Activity* regulates the application of scientific knowledge, technical and technological knowledge, discoveries and inventiveness, in order to support the creation and realization of products, processes and services as driving force of economic development. It defines in more details the principles and goals of Technology transfer office (TTO) and ownership over IP rights related to the programs of innovation activity.

The TTO is defined as a company set up only to perform the technology transfer for the purpose of application of technological innovations, including the partners and ideas search, commercial potential assessment, assistance in IP protection, etc.

Source:

http://www.innovationfund.rs/documents/LAW_ON_INNOVATION_ACTIVITY.pdf
[Law on Scientific Research Activity](#)

Technology transfer and innovation are also regulated by

- The Patent Law
(http://www.zis.gov.rs/upload/documents/pdf_en/pdf_patenti/The%20Patent%20Law.pdf)
- Law on Legal Protection of Industrial Design
(http://www.zis.gov.rs/upload/documents/pdf_en/pdf_dizajn/design_law.pdf)
- The Law on Copyright and Related Rights
(<http://www.zis.gov.rs/upload/THE%20LAW%20ON%20COPYRIGHT%20AND%20RELATED%20RIGHTS-version%20in%20force%204.1.2013..pdf>)
- The Law on the Legal Protection of Topography of Semiconductor Products
(http://www.zis.gov.rs/upload/documents/pdf_en/pdf_tik/Tik_zakon_eng_290713.pdf)
- The Law on The Protection of Trade Secrets
(http://www.zis.gov.rs/upload/documents/pdf_en/pdf/Novi_zakoni/THE%20LAW%20ON%20THE%20PROTECTION%20OF%20TRADE%20SECRET.pdf)
- Law on Trademarks
(http://www.zis.gov.rs/upload/documents/pdf_en/pdf_zigovi/LAW%20ON%20TRADEMARKS%20-%20AMENDED%20PRECISCEN%20NOV%2025022013.pdf)

HEI themselves define institutional rules regulating TTI through their statutes or additional documents: i.e. UBG has a separate set of regulations on the legal protection, commercial



exploitation of intellectual property and on the activities of the Centre for technology transfer of the University of Belgrade which regulates the ownership of the intellectual property created in the UBG and its members, activities regarding the intellectual property and its commercialization as well as activities and competence of the Centre for technology transfer.

Source:

- www.ctt.bg.ac.rs/wp-content/uploads/2015/10/Pravilnik_final1.pdf
- <http://www.bg.ac.rs/sr/univerzitet/univ-propisi.php>

2.2 Organization of TTI activities on HEI

TTI tasks are differently organized within surveyed universities:

UKG

University of Kragujevac has its own technology transfer office under the **Knowledge Transfer Centre** with an overarching aim to improving the opportunities for the effective and efficient application of research results of the University for economic and societal development. The main activities of the Knowledge transfer Centre are:

- encouraging knowledge transfer between universities and industry;
- supporting marketing of new technologies and innovations;
- linking relevant entities, establishing networks and collaboration in order to intensify technology transfer;
- developing knowledge and skills in the field of protection and exploitation of patents and other forms of intellectual property in the process of technology transfer;
- raising awareness on intellectual property and increase the capacity of technology transfer at the University;
- providing general information on intellectual property;
- expertise and support in the development of technological and economic feasibility study and assessment of the value and total potential in the use of patents;
- assistance in the creation of new innovation Centres, incubators, business and technology parks established by the University and the faculties of the University

In order to make research and innovation potential of University knowledge available for the business and to support the development of researchers' and students' ideas, University of Kragujevac, with the help of TEMPUS project WBCInno has established **Business Support Office of the University of Kragujevac**. In addition to mapping the potential of the university, its presentation within the catalogue (printed and online), the staff of the Office is involved in the development and maintenance of collaborative platforms for innovation management (www.ukginno.datastation.com) to gather and develop ideas and entrepreneurial ventures in the university environment. Main objectives of the office are to:

- provide unique access to university knowledge and resources that are offered to the business environment;
- develop and maintain a platform for innovation management;



- collect, present and promote university research and innovation resources to on-line web catalogue;
- encourage students to creative thinking and development of ideas;
- provide logistical support to the development of business incubators and technology parks in the Western Balkans;
- prepare specific reports and statistical data for decision making in the management structure of the university;

BSO office undertakes following activities:

- collects data related to the research and innovation capacity of universities;
- promotes university research and services using and updating catalogue of research and innovation potential of universities;
- establishes and maintains a database in the form of on-line catalogues with tools to search and prepare special reports (administrator-level and user-level);
- provides unique access to university resources, equipment, training, research results, patents and licenses that are offered to the business environment;
- establishes public-private partnerships and the promotion of modernized services of the university;
- develops partnerships with enterprises and connects researchers and students with business partners;
- supports and strengthens the ties with business incubators and technology parks;
- organizes competition for the best student idea;
- maintains a web platform for the innovation management;
- combines market share of the other units that deal with the transfer of knowledge and technology;
- participates in the process of improving the university regulatory documents and procedures

Sources :

- **Knowledge transfer centre**
<http://www.ktc.kg.ac.rs/>
- **Business Support Office**
<http://www.bsokg.kg.ac.rs/index.php?lang=en&>

UBG

Centre for Technology Transfer of the University of Belgrade was founded by the decision of the University Council on October 26th 2010, with the purpose of identifying, protecting and commercializing the results of scientific, research and expert work and the protection of intellectual property of the University of Belgrade. The primary goals and tasks of the Centre are:



- Improving the possibilities for efficient and effective implementation of scientific and research results achieved at the University, with the goal of developing the economy and the society,
- Encouraging the transfer of knowledge between the University and the economy,
- Support for the placement of new technologies and innovations,
- Linking relevant subjects, establishing a network and collaboration with the aim of intensifying the technology transfer,
- Developing knowledge and skill in the protection and use of patents and other forms of intellectual property in the process of technology transfer,
- Strengthening the awareness about intellectual property and the capacity for technology transfer at the University,
- Providing general information on intellectual property,
- Expertise and support in drafting feasibility studies in the fields of economy and technology, as well as the assessment of the value and total potential in the use of patents,
- Help in establishing new innovation Centres, incubators and business and technology parks which are founded by the University and the faculties that are part of the University.

The Centre for Technology Transfer is playing a supportive role through its promotional, educational and networking activities. It helps students and university employees to recognize the existence of innovation potential, to understand the relevance of its protection, possible ways of commercial exploitation and the complexity of the whole technology transfer process. Also, trainings, seminars, info days, and joint events with the industry representatives are being organized for the purpose of educating targeted groups in the area of entrepreneurship, commercialization and intellectual property rights. Considering that investments are indispensable precondition for further growth, Centre endeavours to help young researchers to make an excellent pitch and present their idea in the best possible way in order to attract investors. In this respect, there is a permanent strive for creation of start-up competitions and matchmaking events, as the opportunity for good ideas to find a way to the market.

The Centre's Technology Transfer Managers are creating new and strengthening the existing connections with other universities, organizations and enterprises, through involvement with different associations which promote the Technology Transfer concept, as well as taking part in mentoring programs with the aim to support future entrepreneurs during their path from the idea up to setting up business. Basically, they are making maximum effort to create an ecosystem which will be beneficial for innovation initiative of students, researchers and teachers, simultaneously providing easy access to suitable staff, research projects, technical solutions, and portfolio of inventions needed by industry.

A part of this effort is embodied in the form of „Science2Business“ database, which was created as a response to increasing need for intensification of collaboration between academia and industry, and informing the broader audience about the scientific potential of



University of Belgrade. Database facilitates transfer and implementation of knowledge and technology in favour of prosperity of both sectors and indirectly of sustainable, knowledge based economic development of the country. It enables companies to get the information about new technologies and knowledge easy and efficiently, which is the best way to protect and enhance their competitive advantage in the era of turbulent technological progress. As a modern communication channel, designed to be useful service for all involved parties, “Science2Business” contributes to generation of their economic benefits through joint research activities, development of new and improvement of the existing products, joint participation in national and international projects and business idea creation.

CTT UBG in cooperation with the World Intellectual Property Organization (WIPO) and the Intellectual Property Office of the Republic of Serbia organized a two-day workshop for institutions engaged in technology transfer in the region 2014 in Belgrade. The aim of the workshop was to strengthen the innovation capacity, policies and infrastructure for scientific research institutions and universities. In addition, the workshop provided the opportunity for better connectivity and exchange of experience between the centres for technology transfer in the region. Participants had the opportunity to participate in roundtable sessions and to share their experiences and discuss the goals and challenges in the region.

Source: <http://www.ctt.bg.ac.rs/>

UNI

Senate of University of Nis declared founding act and work regulations of the **Centre for Technology Transfer** in December 2012 with purpose to define duties and organizational structure of the Centre. These documents define all the duties of the Centre with emphasize on: improving the possibilities for efficient implementation of scientific and research results achieved at the University, encouraging the transfer of knowledge between the University and the economy, providing support for the placement of new technologies and innovations, and strengthening the awareness about intellectual property and the capacity for technology transfer at the University. Documents also define:

- Types of intellectual property recognized at the University,
- Intellectual goods originated as a result of work at the University, or by using University resources,
- Subjects to whom the document applies,
- Role and duties of the University in organization of the work of the Centre,
- Procedure of the identification and assessment of intellectual property,
- Mechanisms for legal protection and reward system.

TTO of the University of Niš is responsible for:

- improving opportunities for the effective application of scientific research results achieved at the University, with the goal of developing the economy and the society,
- encouraging various forms of the knowledge transfer between the University and economy,



- providing support in the placement of new technologies and innovations in the market,
- linking relevant subjects, establishing a network and collaboration with the aim of intensifying technology transfer,
- expertise and support in the development of technological and economic feasibility studies,
- strengthening the awareness about intellectual property and the capacity for technology transfer at the University,
- assistance in the creation of new innovation Centres and business technology parks established by the University and faculties within the University.
- promotion of technology transfer and Centre at faculties within the university,

UNI TTO has developed a number of additional documents which elaborate on specific aspects of technology transfer (e.g. agreement on joint research with technology transfer), signed memorandum of understanding with the Innovation fund of Republic of Serbia, signed memorandum of understanding with the network of technological brokers and establish cooperation with NICAT cluster.

Source:

www.ni.ac.rs/dokumenti/send/37-broj-8-od-18122012-god/1www.ni.ac.rs/dokumenti/send/37-broj-8-od-18122012-god/156-6-pravilnik-o-radu-centra-za-transfer-tehnologije-univerziteta-u-nisu

UNS

Activities of the **Business Support Office of the University of Novi Sad** can be identified as follows:

- Collecting data related to the research and innovation potential of the University of Novi Sad, for this purpose it is necessary to have regular communication with representatives of the faculties responsible for this area as well as with representatives of the Provincial Secretariat for science and technological development;
- Promotion of the University's research and services using (and updating) catalogue of research and innovation potential of UNS;
- Establishing and maintenance of the data base in the form of HTML catalogue, with on-line search and preparation of specific reports (on the administrator level and user level);
- Providing unique approach to university's resources, equipment, trainings, research results, patents and licences which can be offered to the industrial partners;
- Establishing private-public partnerships and promotion of the modernized UNS services;
- Development of partnership with enterprises and connecting researchers and students with partners from industrial sector;



- Giving support and enforcing links with business incubators and science-technology parks within the Autonomous Province of Vojvodina;
- Participation in the organization of the Best technology innovation competition;
- Maintenance of the web platform for the innovation management;
- Close collaboration with UNESCO chair for entrepreneurial study and with Europe Enterprise Network;
- Participation in the improvement process of the University's regulatory documents and procedures.

Source: www.bsons.uns.ac.rs

2.3 Position of Entrepreneurship as the course taught on surveyed universities

All of the surveyed HEIs have entrepreneurship included into their curricula:

UKG:

Entrepreneurship is taught as part of the study programmes at several faculties, as formal education, and additionally as entrepreneurial courses offered to students within the Competition for best student ideas.

Faculty of Engineering

- <http://www.fink.rs/sajt/Downloads/akreditacija2013/knjiga-predmeta-masinsko-inzenjerstvoas2013.pdf>
- http://www.fink.rs/sajt/Downloads/akreditacija2015/Vojnoindustrijsko_nzenjerstvo_OAS.pdf
- http://www.fink.rs/sajt/Downloads/akreditacija2015/Industrijsko_inzenjerstvo_MAS.pdf
- http://www.fink.rs/sajt/Downloads/akreditacija2015/Inzenjerski_menadzment_MAS.pdf
- <http://www.fink.rs/sajt/Downloads/Studije/UI/Knjiga%20predmeta%20Urbano%20inzenjerstvo%20OAS.pdf>

Faculty of Technical Sciences

http://www.ftn.kg.ac.rs/akreditacija/index.php?sp=OS_PM#

Faculty of Mechanical and Civil Engineering

- <http://www.mfkv.kg.ac.rs/documents/Informator-2015.pdf>
- <http://www.mfkv.kg.ac.rs/documents/knjiga-predmeta/oas-mi-knjiga-predmeta-2014.xls>

Faculty of Economics

- http://www.ekfak.kg.ac.rs/oaspem_predmet_preduzetnicki_menadzment
- http://ekfak.kg.ac.rs/OAS_knjiga_predmeta?q=OASPEM_knjiga_predmeta



Faculty of Hotel Management and Tourism

<http://www.hit-vb.kg.ac.rs/index.php/oas-hit-zt>

UBG:

Entrepreneurship is taught as part of the study programmes at several faculties which are members of the University of Belgrade. Also, there are educational events in the field of entrepreneurship organized by the Centre for technology transfer and other departments of the University and/or University members.

More information about this can be found at

<http://www.bg.ac.rs/en/education/catalogue.php>"

UNI:

Entrepreneurship is taught at University in the scope of bachelor, master and doctoral studies at individual faculties within the University (Economics, Electronic Engineering, Mechanical Engineering)

- <http://www.masfak.ni.ac.rs/index.php/sr/2015-03-03-09-42-14/2015-03-03-09-58-58/inz-nj-rs-i-n-dz-n>
- <http://www.eknfak.ni.ac.rs/src/Knjiga-nastavnika-i-predmeta-osnovne.php>
- <http://www.eknfak.ni.ac.rs/src/Nastavni-plan-MASTER-studija.php>

UNS:

Yes, there is an UNESCO chair for entrepreneurship studies.

Our institution is well-known for more than 100 spin-off companies established by university professors.

SUNP:

Entrepreneurship related courses are offered as integral part of the studies on the department of Economical sciences. Career centre of SUNP also offer to students courses regarding entrepreneurship and support establishing support to graduates necessary for employment and further education.

- http://np.ac.rs/downloads/raspored_ispita/mart_16_eko.pdf
- <http://www.np.ac.rs/obavetenja/177-obavestenja-studenti/693-studentska-praksa>

TCAS:

Entrepreneurship is taught as a compulsory subject of each program of study (lectures-2 classes weekly + practicals-2 classes weekly).

List of courses per study programmes:

- <http://www.vts-zr.edu.rs/index.php/studije/osnovnestudije-74218/masinskoinzenjerstvo2011>
- <http://www.vts-zr.edu.rs/index.php/studije/osnovnestudije-74218/tehnolosko-inzenjerstvo-novo>



- <http://www.vts-zr.edu.rs/index.php/studije/osnovnestudije-74218/inzenjerskimenadzment2011>
- <http://www.vts-zr.edu.rs/index.php/studije/osnovnestudije-74218/tekstilna-konfekcija-i-modeliranje>

BMU:

There is a course Entrepreneurship offered to students in management and IT.

Though the surveyed universities offer entrepreneurship on some of their faculties, it can be noticed that it is more often offered on faculties with economic and management orientation than on other faculties. Some faculties explore only some segments of entrepreneurship within other courses. Almost all faculties undergo the process of curriculum innovation and development. It should be expected that the entrepreneurship will be given more importance in the future. It is very important to specially reveal this subject to students of technical faculties, who by definition present the innovative nucleus which is not sufficiently market and entrepreneurship oriented. The main drawback of the existing curricula on entrepreneurship is that students are thought *about* entrepreneurship and not *for* entrepreneurship¹.

2.4 Good Practices

UKG

In order to support technology transfer UKG has also developed **University innovation platform UKG INNO** (<https://ukginno.datastation.com/default/user/loginform>) as a central place for entering and developing ideas in a collaborative online environment for starting and monitoring of research, innovation and development projects, and collaboration among the teams. Innovation management platform supports the entire innovation cycle, from the idea management through the monitoring of projects to launching products / services on the market, through two applications placed on the same platform: Idea Station, Launch Station.

Regular use of the platform encourages innovation and entrepreneurship among students and young researchers at universities, enables the assessment and selection of the most promising ideas, and linking them with financial stakeholders through business incubators and technology parks. It offers to students the opportunity to profit from their ideas and start a business, while to business incubators and academic sector this kind of cooperation brings new tenants and encourages the establishment of spin-off companies.

The platform is based on SaaS (Software-as-a-Service) principle and it is serviced through cloud technology, which means that all data is stored online, so they can be accessed at any time via web browsers. For idea development and innovation cycle management stage-gate technology is used.

UKG INNO platform is also used for targeted campaigns in cooperation with enterprises (the open innovation concept) where the sponsor companies start a campaign theme and students and young researchers compete with their ideas. The best ideas are awarded from sponsor companies' funds.

¹ more about this can be found www.erenet.org/program/erenetreport/paunovic



Competition for the best student idea is also implemented on annual basis using the platform. In February 2015, the first competition has been launched, as well as regional initiatives at five universities (Kragujevac, Novi Sad, Banja Luka, Zenica and Podgorica) within WBCInno project.

The Competition aims to:

- promote entrepreneurship culture among students and academic staff on Universities in WBC Region
- facilitate exploitation of their produced results through commercialization and transfer to innovations on market for economic-social benefits in the WBC Region
- serve the purpose of pre-incubation for business incubators partners on WBCInno project
- reduce risk for new ventures, by providing necessary knowledge for starting innovative business
- encourage students and university staff to establish spin-offs and start-ups
- encourage creativity among students & help them / develop business ideas
- increase the number of university spinouts and students start-ups

The competition for best student idea is aimed primarily to students at all levels of their studies (BSc, MSc, PhD) from five WBC universities participating in WBCInno (UKG, UNS, UZ, UBL, UM) who can apply individually or as teams of most five members. One of the members can be a University employee (professor, senior researcher, KTT staff, etc.).

One of the evaluation criteria for rating of ideas is business plan developed using CANVAS method, which is why for all competitors entrepreneurship trainings are provided in cooperation with business incubator comprising of four modules:

- Business model development
- Business model validation
- Finance for start-ups
- Elevator pitch

Within six local competitions in the Western Balkan Region more than 250 students participated with 84 business ideas and two winning teams from each local competition presented their ideas at the final regional competition held in Serbian Chamber of Commerce in November 2015.

Some of the competitors developed new products and services that have been launched to the market.

Catalogue of research and innovation potential

Catalogue on research and innovation potential of the University of Kragujevac represents a unified presentation of centres, laboratories, research teams at the University of Kragujevac, through the presentation of their activities, results, resources, international, national and



projects including companies, the most important references, developed prototypes, patents and other measurable research results which have a commercial and innovative potential.

The first step in its preparation was the development of the methodology for mapping and the relevant [questionnaire](#) with well-structured sections and questions that provide data collection on research infrastructure, laboratories, centres, research teams with significant results and innovative potential. The methodology and the first version of the Catalogue was developed within the project [WBCInno](#).

Business Support Office of the University of Kragujevac conducts continuous mapping of University potential and updates the catalogue. In addition to the printed version, ELECTRONIC CATALOGUE was developed, presents the additional information about the capacity of universities, researchers, capital equipment and projects, but also offers the possibility of an advanced search by multiple criteria.

Sources

- **Western Balkans University Innovation Platform**
http://www.wbc-inno.kg.ac.rs/pub/download/13947917541282_wbc_inno_university_innovation_platform.pdf
- **Collaborative software platform for innovation management**
<http://www.wbc-inno.kg.ac.rs/article/results-20132014/collaborative-software-platform-for-innovation-management.html>
- **The methodology for managing innovation**
http://www.wbc-inno.kg.ac.rs/pub/download/13953889933298_wbc_inno_academic_methodology_for_innovation_management_eng.pdf
- **Competition for best student idea**
<http://www.wbc-inno.kg.ac.rs/article/results-20142015/innovation-ideas-competition.html>
- **Catalogue on research and innovation potential of the University of Kragujevac**
[Catalogue on research and innovation potential of the University of Kragujevac](#)
[Electronic catalogue](#)

UBG

Science Technology Park Belgrade is established by the University of Belgrade, the RS Government (represented by the Ministry of Education, Science and Technological Development) and the City of Belgrade, with the aim to create a favourable environment for developing links between industry and science & research organizations and universities, knowledge transfer, new technology development, innovation commercialization, networking and stimulating growth in the knowledge-based economy.

STP Belgrade is becoming a new technology core of the city that brings together domestic and foreign high-tech development companies and promotes start-ups by creating a favourable environment to innovation, technology development and competitiveness. STP Belgrade is implemented within the project Science Technology Park Belgrade-the New Export Instrument of Serbia, supported by the Swiss Government (Swiss Secretariat for



Economic Affairs SECO) with the goal to increase exports of high-tech products and services from Serbia.

Project objectives are:

1. To design STP as an export instrument
2. To enhance capacity building of STP
3. To promote export of high-tech products and services
4. To enhance globalization and networking

The project is implemented in the period from January 1, 2015 until December 31, 2017. The 16,446 m² complex covers the land area of 6.6 hectares. The proximity of relevant institutions, technical faculties only 1 km away and Mihajlo Pupin Institute in the immediate vicinity, is of key importance for technological development and innovation.

STP Belgrade is primarily intended for growing high-tech development companies, small businesses and start-ups. STP Belgrade offers an attractive service package of infrastructure and business support services to its tenant companies, helping them accelerate their growth. It provides the ideal environment for all businesses wishing to be part of a dynamic and interactive community, which creates value-added development through the exchange of ideas, contacts and business opportunities.

The Business Technology Incubator of Technical Faculties Belgrade L.L.C. has been established as a partnership between the four technical faculties of the University of Belgrade (Civil Engineering, Mechanical, Electrical and Technological/Metallurgical), the Municipality of Palilula and the Democratic Transition Initiative, and the establishment has also received support from the Organization for Security and Cooperation in Europe (OSCE). The Incubator has been given its own space in the Campus of Technical Faculties Belgrade. Establishment of Incubator based on international experiences and best practices has the following goals:

- To encourage and support young and educated people in starting up their own business and to keep them in Serbia,
- To create the conditions for commercialization of the results obtained through science and research activities of university professors and their associates, by spinning of private enterprises,
- To facilitate the creation of new Hi-Tech SMEs.
- The aim of the Incubators is to give support in the early stages of business development in the form of subsidized overhead (office and research space and technological and telecommunication infrastructure), administrative assistance (legal, accounting, etc.), as well as business counselling (planning, management, marketing, etc.).

Major directions identified for the achievement of BITF objectives are: Preparation of the final grade students and young graduates of technical faculties to start their own business through education and training programs, permanent consulting and mentoring activities, through: Students' Club, Training and Business Consulting. Development of innovations through final stages of research processes in development and commercialization of new products,

Analysis of the regulatory documents and existing structures for all three dimensions of third mission activities at seven Serbian HEIs



services, technologies and prototypes in the process of transferring knowledge and technologies from the faculties to the practice. Support to innovative start-up businesses/BITF tenants in overcoming the difficulties faced at the beginning of operation, and developing a successful business through economic, legal, accounting and other services provided by BITF, including education, consulting and mentoring services. This is realized through: Companies' Club, Public Calls, Business Space and Business Consulting.

Results achieved:

- 620 students has passed the trainings on entrepreneurship
- 300 young people engaged in the incubator and enterprises-tenants
- 53 small enterprises tenants of the incubator
- 45 new technologies/services developed in innovation projects
- 10 patents applications
- 3 clusters/networks established
- Service Centre developed (set of legal, accounting and financial services, business plan).
- Project Centre developed

Sources:

- <http://www.ntpark.rs/>
- <http://www.bitf.rs/cms/item/about/en.html>



3. Continuous Education

3.1. Regulatory Documents on CE

Continuous education and lifelong learning assume the provision or use of both formal and informal learning opportunities throughout people's lives in order to foster the continuous development and improvement of the knowledge and skills needed for employment and personal fulfilment. European Commission memorandum on Lifelong learning defines it as all learning activities undertaken through life with the aim of improving knowledge, skills and competences, within a personal, civic and/or employment-related perspective.

Continuous education and lifelong learning in Serbia are regulated by the *Law on Education of Adults*. This law regulates education and lifelong learning of adults as part of a unified education system in the Republic of Serbia, by providing adults lifelong acquisition of competencies and qualifications necessary for personal and professional development, labour and employment, as well as socially responsible behaviour.

Source:

<http://www.parlament.gov.rs/upload/archive/files/cir/pdf/zakoni/2013/2230-13.pdf>

3.2. Organization of CE activities on HEIs

HEIs in Serbia are mostly involved in lifelong learning through lifelong learning centres and continuous education centres they organise.

UKG

Collaborative Training Centre in Kragujevac is one of the centres from the CTC centres network established in the Western Balkans Region within Tempus project WBC-VMnet, as organizational unit of the University of Kragujevac. Taking into account significance and necessity of cooperation between University and enterprises, the main strategic aim of the Centre is to coordinate and improve this cooperation, to facilitate knowledge and technology transfer, to provide opportunities for students to gain new knowledge and for employees to innovate existing knowledge. The Centre realizes development activities and research for enterprises in innovative rapid product and process development through application of software and equipment that are unique in the Region.

Activities of the centre are:

- Development and implementation of expert trainings, seminars and workshops in accordance with the needs of enterprises and labour market
- Development and implementation of Industrial Fellowship Programme (IFP)
- Development and implementation of Practical Placement Programme (PPP)
- Development and coordination of CTC centres network (Kragujevac, Podgorica, Banja Luka, Rijeka)
- Expanding and coordination of users of VMnet virtual manufacturing network

Analysis of the regulatory documents and existing structures for all three dimensions of third mission activities at seven Serbian HEIs



- Promotion of research/technologies/resources at the University and establishment of cooperation with enterprises
- Realization of research projects with enterprises in the area of rapid product and process development

Lifelong Learning Centre of the University of Kragujevac was established on 17th June 2010 within the Tempus project “Development of Lifelong Learning Framework in Serbia”, coordinated by the University of Kragujevac. Lifelong Learning Centre is involved in forming of organizational and institutional conditions for inclusion of the University of Kragujevac in the area of lifelong learning, as well as on the networking of the Centre with other universities’ centres of the same kind in Serbia. Since the lifelong learning represents one of the priorities in knowledge-based society and economy, it is necessary to open the education toward the broader population in order to answer successfully to challenges brought by the process of globalization. Among others, the Centre also has the aim to establish partnership among all relevant stakeholders: the state and its bodies, enterprises, local communities and educational institutions. By organizing the round tables, conferences and similar events, the Lifelong Learning Centre at the University of Kragujevac initiates the social dialogue, and by analysing the employers’ needs for new knowledge and skills at the labour market and by organizing the courses, workshops and trainings, it directly motivates the individuals to constantly improve at professional level and gain new applicable knowledge.

Centre for Career Development and Student Counselling was formed as an organizational unit of the University of Kragujevac in 2007 thanks to the initiative of the Foundation of Prince Alexander for Culture and Education, supported by the University of Kragujevac.

The work of the Centre is focused on developing student services through various programs that provide support to students and graduates of the University of Kragujevac in career development and helps them to present themselves in the business world. Main role of the Centre for Career Development is primarily to inform students and graduates about all possibilities of improving their career, as well as about options for professional training abroad. The Centre with its program of services, through workshops and courses, seeks to give support to students/graduates in developing their professional and other skills, which are of great importance for employment today. Through cooperation with employers Centre endeavours to provide students/graduates with opportunities to gain work and relevant experience through volunteering programs and training and to enable them to learn about business environment and in this way help to them to step into their careers.

The goals of the centre are:

- Establishment of a system of support for students and graduates of the University of Kragujevac in the development of knowledge and skills relevant to employment or further education in the country or abroad (providing counselling services to students, organizing lectures and workshops in the field of career information and counselling);
- Inform students and graduates of the University about opportunities for additional education, scholarships for training at home and abroad and open competitions for practice and / or work;



- Increase the number of students who have gained relevant work experience during their studies or after graduation and increase the percentage of students who used some of the student mobility programs;
- Providing support to students and graduates of the University of Kragujevac to adequately present themselves as future professionals in different fields of work, academic and business community and the promotion of Kragujevac University as a leading institution of higher education in the region;
- Strengthening and improving cooperation with all the faculties and academic staff, and strengthening of the integrative role of the University of Kragujevac;
- Strengthening and improving cooperation with employers in the form of organizing programs, student, professional practices and trainings, as well as organizing presentations of companies and their business policies in the selection of personnel;
- Establishing a network of partners of the Centre in all faculties in order to adequately provide services to all students of the University;
- Continuous improvement of the Centre through the development of new programs and services and constant educating of its employees.

The focus of the Centre's work lies primarily in informing and counselling, providing support and helping students/graduates in realizing their career plans. Centre does not mediate in finding a job, but gives relevant information about job opportunities, professional training and training in the domain of formal and informal education, while students have to use all given opportunities and in that way realize their career plans in direct contact with employers. Members of the Centre for Career Development and Student Counselling are students and graduates of the University of Kragujevac, as well as employers and other representatives of the business and academic communities. It is important to note that all services of the Centre are free of charge, both for students and graduates of the University of Kragujevac, academic staff of the University of Kragujevac, and employers as well.

Sources:

- <http://www.ctc.kg.ac.rs/>
- http://kg.ac.rs/eng/center_lifelong_learning.php
- <http://www.razvojkarijere.kg.ac.rs/>

UBG Strategy of lifelong learning and the Centre for Lifelong Learning

University of Belgrade enacted a Strategy of lifelong learning. This strategy is motivated by the knowledge that the current educational system is based on the assumption that education is acquired primarily in youth, in schools and colleges and that the reforms of educational system in Serbia pay little attention to lifelong learning. Given the strategic goal of Serbia to join the European Union in the future, it is necessary to try to build an education system that will be based on the modern achievements of a united Europe, which includes an obligation the adoption a clear and comprehensive strategy for lifelong learning. Adoption of a strategy alike is not only important for the fulfilment of 'European objectives' but also for the transition of Serbian society into knowledge society and knowledge economy. In accordance with the Strategy, University of Belgrade set the following as its long-term goals:

1. Promoting a culture of learning and education

Analysis of the regulatory documents and existing structures for all three dimensions of third mission activities at seven Serbian HEIs



2. Strengthening cooperation and networking at national and international level
3. The development of core competencies that are considered as prerequisites for contemporary literacy
4. Social development and reduction of unemployment
5. Flexibility and accessibility of education

University of Belgrade also founded its Centre for Lifelong Learning. Centre for Lifelong Learning is an organizational unit at the University of Belgrade, created to further improve and promote the system of lifelong learning, as well as provide support to individuals interested in further education and expert training. The Centre for Lifelong Learning of the University of Belgrade was established on November 15, 2011, by a decision of the University Council.

The key activities of the Centre are:

- development of the system of lifelong learning at the University of Belgrade
- coordination of the work of centres for lifelong learning at the faculties that belong to the University of Belgrade
- providing information about programs and courses in the field of lifelong learning
- counselling for individuals interested in lifelong learning programs
- promotion of the idea of lifelong learning and the promotion of lifelong learning courses in the public
- research in the field of lifelong learning services (the needs of potential clients, etc.)
- participation in the international system of lifelong learning and cooperation with international projects in this field
- establishment of academic, scientific and expert cooperation with other institutions in the country and abroad engaged in lifelong learning.

The Council of the Centre for Lifelong Learning is in charge of monitoring the work of the Centre. The Rector of the University of Belgrade appoints one of the Vice Rectors as the President of the Council. The Council consists of the appointed Vice Rector, and one representative of each Academic Council at the University of Belgrade. The President of the Council manages the work of the Council and is in charge of the implementation of its decisions.

In order to create a professional university service to support students and recent graduates in developing practical knowledge and skills, or continuing education upon graduation and to connect them to the business community, the Foundation of Crown Prince Alexander for Culture and Education in cooperation with the University of Belgrade and the University of Nottingham has initiated the establishment of the Centre for Career Development.

The Centre has been officially founded by the University of Belgrade on the 5th December 2006 as a member of the University of Belgrade and it has its door opened for students at the premises of the Rectorate of the University of Belgrade daily from 10 a.m. until 1 p.m. and from 2 p.m. until 4 p.m.



The major goal of the Centre is to create a connection between the employers and the recently graduated students, to develop the awareness among students about the modern-days requirements. Student need to develop practical skills and increase capabilities in order to be prepared for the rapidly changing labour market. Employers want more than Faculty diplomas. The Centre is here to assist students to develop skills and knowledge relevant for employment, to gain work experience during the studies, to learn about the business world and its rules, as well as to think about options in a constructive way, in order to be prepared for the next step, after graduation. The Centre promotes students and graduates of Belgrade University as future experts in different areas of business and promotes the University of Belgrade as a leading institution of higher education in the region.

Activities of the Centre:

- working on development of student's capabilities, knowledge and practical skills relevant for employment;
- providing information for students on various opportunities: additional education, scholarships in the country and abroad, vacancies;
- connecting students and employers through internship programmes and trainings in the leading companies and organizations in the country;
- organizing presentations of the companies, and of their business ethics and policy;
- providing counselling services for students with dilemmas about their career choice or positioning on the labour market upon graduation;
- other activities of student counselling regarding career development such as organizing seminars and workshops on job search techniques, writing good CVs and cover letters, preparation for job interview, etc. ;
- coordinating work of the existing Career Centres at faculty level;
- Following-up strategic goals in the area of employment in cooperation with the Centre for Strategic Management and Planning;
- Cooperating with other University Centres.

Sources:

- <http://www.bg.ac.rs/en/members/centers/lifelong-learning.php>
- <http://www.bg.ac.rs/en/members/centers/career-development.php>
- <http://www.bg.ac.rs/sr/univerzitet/univ-propisi.php>

UNI Centre for Lifelong Learning

Senate of University of Nis declared founding act of the Centre for Lifelong Learning in December 2012 with purpose to define duties and organizational structure of the Centre. Centre for Lifelong Learning was established as an organizational unit of the University with purpose to develop, define and implement training courses and modules in the field of lifelong learning and, also, to issue certificates of completion of the training to the participants. Centre provides support in the development of small and medium enterprises through the provision of special training programs intended for entrepreneurs; prepares and organizes workshops, courses and trainings for students and university staff.



This Centre coordinates and cooperates with foreign universities in the framework of international projects in the field of lifelong learning; organizes trainings for acquiring the key competencies in the system of lifelong learning, defined by the EU: communication in native and foreign language, competences in mathematics, science, technology, information and communication technologies and social interaction; develops initiatives and entrepreneurial spirit. It also provides consulting assistance to interested employers in terms of the type of knowledge, most appropriate for them, with respect to the type of business, technology and market trends; establishes a network with local partner institutions, such as the city of Nis, Regional Chamber of Commerce, Union of Employers, the National Service Employment and others; connects to the partners in the relevant EU institutions.

Centre uses courses organized by the National Employment Service to involve participants in the programs of additional education and training, thus providing them an opportunity to gain new knowledge and skills and increase the chance of finding a job. Centre encourages use of Alumni Centre of University of Nis, which allows students to connect and improve the scientific, professional, educational, business and personal cooperation. There is also alumni group on LinkedIn, which aims to bring together all alumni of the University and facilitate mutual communication, sharing memories, experience and knowledge. Regional Chamber of Commerce represents the interface between the University and companies with purpose to increase the number of employees involved in courses and trainings provided by the Centre for Lifelong Learning of University of Nis. The city of Nis and local municipalities, through which a cooperation network with local governments is established, use the services of the Centre. Members are informed about potential courses and recognize the need to acquire the appropriate knowledge in the areas of interest for entrepreneurs and craftsmen are gained through the Union of Employers, the Association of entrepreneurs and craftsmen. Employees at the Faculties of University of Nis, who follow and participate as beneficiaries or contractors in trainings within the Centre for Lifelong Learning are also recruiters for new courses

- Promotional workshop, with discussions on the challenges, the recommended strategies and expected results of lifelong learning, natural connection and the expected continuity of normal school education and adult education.
- Workshop for promotion of permanent education courses as part of the TEMPUS project IPROD (Improvement of Product Development Studies in Serbia And Bosnia and Herzegovina): Rapid prototyping, Structural Analysis, Innovation Management and Industrial Product Development.
- Continuing education courses in the following areas: Protection of intellectual property – Patents and Patent documentation; Structural analysis; Rapid prototyping; Innovation management; Basis of 3D modelling in CAD software; Calculation of machine elements using modern software; Design for Manufacturing (DFM); Design for Assembly (DFA); Industrial Design; Design for Excellence (DFX); Design of technological process of product manufacturing.

For a few years of existence Centre already achieved measurable results. In the future, it is necessary:

- to perform further survey among users of the Centre for Lifelong Learning (several surveys have been already done) by filling the existing questionnaire;

Analysis of the regulatory documents and existing structures for all three dimensions of third mission activities at seven Serbian HEIs



- to perform further familiarization of students, professors, associates and employees of the University of Nis with the idea of lifelong learning;
- to establish more effective cooperation with local partner institutions (the city of Nis, municipalities of Nis, Regional Chamber of Commerce, Union of Employers, National Employment Agency, Association of Entrepreneurs, Craftsmen Association, Clusters);
- to establish an active team for everyday activities at the Centre and in the field (field visits to the companies and institutions and interviewing of employees);
- to organize ""evening schools"" for employees

Sources:

- www.ni.ac.rs/dokumenti/send/37-broj-8-od-18122012-god/152-3-odluka-o-osnivanju-centra-za-doivotno-ucenje-univerziteta-u-nisu
- <https://www.ni.ac.rs/univerzitet/centri-univerziteta/centar-za-doivotno-ucenje>

UNI Centre for Career Development

Centre for career development University of Niš was established to support students of all levels in development of skills and abilities that are crucial for their employment, as well as to provide information on education and scholarship opportunities, both national and international. The Centre was opened in June 2008, with the help of Foundation of Crown Prince Alexander for Education and the University of Nottingham. The main role of the Centre is networking of the academic and business community and providing information and services in support of more efficient multi-sector cooperation.

The Centre monitors and analyses the student admission and efficiency of studying, prepares informative publications, internet presentations and other forms of introducing the possibilities of studying at the University to the potential students, establishes contacts with relevant employment services, collects information on employment opportunities for students, creates unique database on University alumni employed in country or abroad, organizes meeting of students and potential employers."

Source:

www.ni.ac.rs/dokumenti/send/37-broj-8-od-18122012-god/152-3-odluka-o-osnivanju-centra-za-doivotno-ucenje-univerziteta-u-nisu

SUNP Career centre

SUNP career centre was established by support of the USAID funded project, Main aim of career centre is providing support to graduates necessary for employment, training in skills needed for employment and further education. Career centre keep data base with over 1000 graduate students and managed to establish cooperation with 20 employers. Over 50 students have got a job/practice through this centre or in cooperation with the local administration.



3.2 Good Practices

UKG

Collaborative Training Centre has implemented several conferences, workshops, seminars, brokerage events for companies, researchers, innovators, with over 900 participants in the region, namely: 18 info days, 3 seminars, 7 workshops, three brokerage events, with the aim of innovating the knowledge of employees about new technologies, intellectual property protection, the methodology for innovation, etc.

Within the Centre the following **trainings** are developed and implemented:

- CAD / CAM modelling (40 hours)
- Design tools (40 hours)
- Modelling and optimization of manufacturing processes using the FE / FB simulation (40 hours)
- Project Management (20 hours)
- CAM modelling and generating NC code for a three-axis CNC milling machines (40 hours)
- Industrial Metrology (40 hours)
- Electronic medical devices (40 hours)

Some important results of CTC centres network in WBC region relevant for CE activities are:

- Development of **TNA methodology** and appropriate questionnaires (Training&Service Needs Analysis) for identification of enterprises and labour market needs in the Region (more than 800 surveyed)
- Development and implementation of 18 **specialized trainings** for enterprises and unemployed in the Western Balkans Region (WBC), more than 230 attendees with certificates
- **Info-days, seminars** and **workshops** for innovating knowledge in enterprises (20 events with 800 participants)
- Three **brokerage events** in the Region (over 300 participants)

In order to improve and acquire new knowledge for students, the centres developed and coordinate a new **Student Internship Program (SIP)**, which provide students with the opportunity to gain practical experience in the industry in fields related to their studies, as well as to further develop their professional, technical and interpersonal skills. Programs practices play an important role in linking the education and employment. They help students to focus their education to labour market needs and to improve their position and employability. Therefore the aim of the SIP is to facilitate the participation of students in the world of business and enable them to acquire professional experience and skills, in addition to theoretical knowledge. 20 student mobilites have been realized in the region (Croatia, Bosnia, Montenegro) and the EU (Italy, Denmark, Slovenia) within WBC VMnet project, and over 200 practices in the local companies.



Industrial Fellowship Program (IFP) aims to establish sustainable partnerships between universities and industry through a period of industrial fellows (graduates and engineers from the industry) in research and academic centres, with the aim of realizing advanced targeted training for industrial fellows and joint research according to the needs of sponsor companies. Working in a team with experienced researchers, industrial fellow can acquire experience and knowledge through engaging in ongoing projects, necessary for further development activities of the sponsor companies. 30 IFP programmes have been realized in the region with 25 enterprises.

CTC centre in cooperation with BSOKG was involved in mapping of university potential and 29 centres, laboratories and research teams were presented in the Catalogue. Out of them, eleven centres offer specialized trainings (**37 trainings**) which are presented in online catalogue.

Sources:

- <http://www.wbc-vmnet.kg.ac.rs/article/project-results/trainingservice-needs-analysis-tsna.html>
- <http://www.wbc-vmnet.kg.ac.rs/article/project-results/specialized-vocational-trainings.html>
- <http://www.wbc-vmnet.kg.ac.rs/article/project-results/practical-placement-programme-ppp.html>
- <http://www.wbc-vmnet.kg.ac.rs/article/project-results/industrial-fellowship-programme-ifp.html>
- <http://www.wbc-vmnet.kg.ac.rs/page/brokerage-events.html>
- <http://www.bsokg.kg.ac.rs/index.php?pageview=products>

TEMPUS project *Development of Lifelong Learning Framework in Serbia*

In the period 2009-2012 Serbia was involved in a TEMPUS project *Development of Lifelong Learning Framework in Serbia*, coordinated by University of Kragujevac. The main goal of this project was the development of lifelong learning framework in Serbia. The project was in line with the national priorities: development of lifelong learning in the context of the reform of higher education in Serbia, the training of non-university teachers, development of partnerships with enterprises and employers, reduction of the unemployment and definition of qualification framework.

In order to achieve the general objective of the project, development of national strategy for lifelong learning in Serbia ensuring a successful transition to knowledge-based economy and society, the project aimed at creating institutional framework, developing institutional mechanisms and defining the infrastructure for the realization of lifelong learning concept. The project suggested that universities and other institutions of higher education should be the key poles of lifelong learning culture. But this calls for the reform of higher education process in the segment that relates to lifelong learning, making it more accessible to broad public ensuring the improvement of skills and qualifications and encouragement of innovation actions, entrepreneurship and knowledge transfer towards economic sector. Serbian universities (**UBG, UKG, UNI, SUNP** and **UNS**), headed by the University of Kragujevac, as the grant applicant of the project, attempted to achieve the specific aims of the project: monitoring and meeting of the existing and new knowledge and skills requirements, establishment of lifelong learning centres, development of core lifelong courses, setting up of teaching and learning environment based on ICT, development of National system for



recognition and evaluation of formal lifelong learning, as well as other tasks envisaged by the project proposal.

UNI

University of Nis founded separate organizational unit called **Interface Centre** that develops methodologies and instruments to strengthen the transfer of knowledge inside the community and develops measures to improve higher education in accordance with the current requirements of the labour market and society. In order to realize these objectives Centre connects academic and the business community, supports and coordinates the activities of the University of Nis in the field of lifelong learning, career development and alumni Centre and cooperates with public, private and NGO sector in the country and abroad. The Centre also provides professional training for scientists and artists at the University of Nis.

TCAS

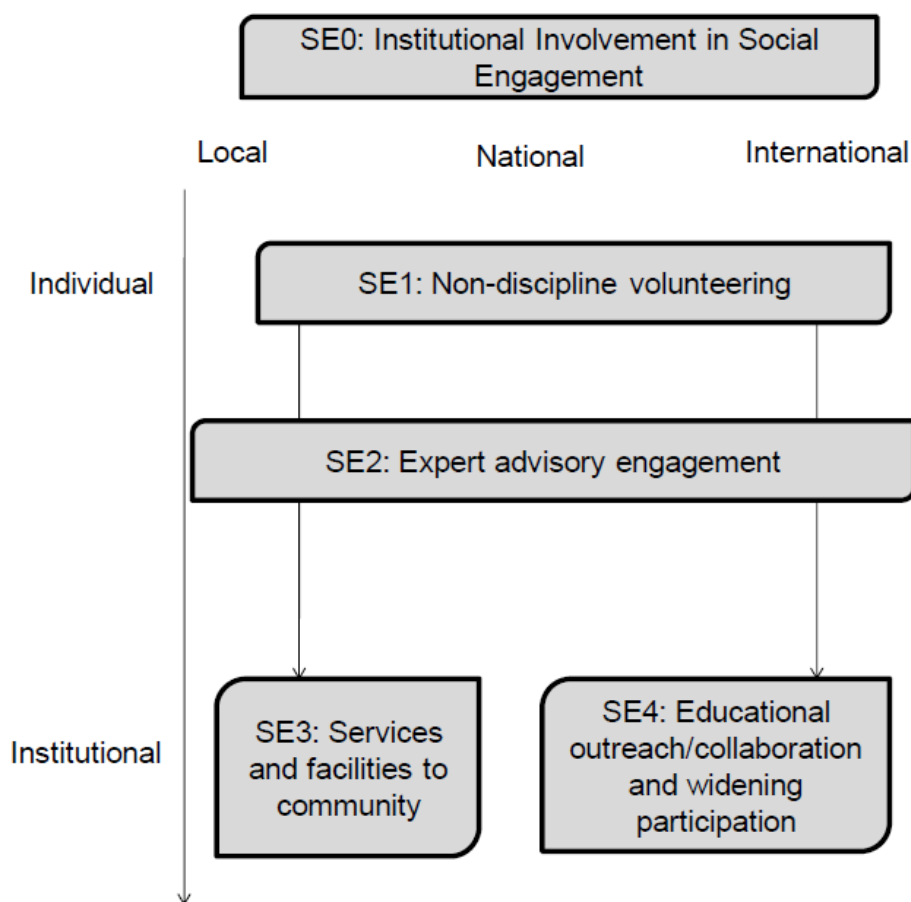
The College occasionally organises courses in different fields for students and external participants: Implementation of HASSP System, Risk Assessment, Welding Technology (Project "Towards Employment via Education" 2014-2015 financed by the Ministry of Youth and Sport and the City of Zrenjanin)

4. Social Engagement

4.1 Regulatory Documents on SE

Social engagement can be defined as a partnership of university knowledge and resources with those of the public and private sector to enrich scholarship, research and creative activity, enhance curriculum, teaching and learning, prepare educated, engaged citizens, strengthen democratic values and civic responsibility, address critical societal issues and contribute to the public good. The model (figure no.1) elaborates two levels of responsibility – individual and institutional; and three spaces of reach: local, national and international.

Figure 1. Social engagement pillars



Source: Final Report of Delphi Study: E3M Project - European Indicators and Ranking Methodology for University Third Mission, <http://e3mproject.eu/Delphi-E3M-project.pdf>, p. 13

For the purposes of IF4TM project, the main focal points are related to the SE2, SE3 and SE4.

i) The expert advisory engagement are especially needed in the terms of the protection of the intellectual property, founding of the innovative businesses and filing of the patents;



- ii) Services and facilities provided to the community are mainly reflected in the scope of work of the business incubators and scientific parks;
- iii) Widening participation and educational outreach can be regarded from the prospective of the technology transfer, enhancement of the innovative capacities of the small and medium enterprises, through the work of the universities' foundations, etc.

4.2. Organization of SE activities on HEIs

In general, social engagement dimension is underdeveloped on Serbian HEI that participated in this research. There is no separate organisational unit within university organisational structure which deals with SE issues in particular. However, SE activities are covered by the activity of university foundations and some other organisational units as well:

UKG

In order to support its social mission, UKG has established the following **foundations**:

- Scholarship foundation for supporting the best students, young scientists and artists
- Foundation for the construction of apartments for young teaching, scientific and artistic staff
- Foundation "Milos Maksimovic"

Collaborative Training Centre together with regional and EU partners participated in the development and implementation of the new **WBC regional model of cooperation between universities and enterprises** which foresees seven strategic measures:

1. Science and Technology Parks
2. WBC regional industrial clusters
3. Consortiums of University and enterprises for joint EU projects
4. Cooperative training centres
5. Open innovation networks
6. Practical placement programme
7. Industrial fellowship programme

The CTC centre develops and applies innovative approach to product development and optimization of technological processes based on the application of virtual engineering technologies of. Modern Resources (VM software, equipment for reverse engineering, rapid prototyping, measurement and quality control), trained staff and external experts of the VMnet network make our services unique in these areas. They are primarily aimed at local businesses and provide a strong support to increase their competitiveness in the market. CTC Kragujevac offers the following services:

- Rapid prototyping
- Product quality measurement and control
- Numerical simulations and optimization
- Scanning parts with simple and complex geometry



- Reverse engineering
- Organization and implementation of the trainings for employed and unemployed persons
- Optimization and design of the tools for sheet metal processing

Research and development projects and services for enterprises in the area of rapid prototyping, measuring and quality control of the product, virtual simulations and optimization of production processes were realized with more than more than 60 enterprises.

The University of Kragujevac is partner in new Erasmus plus project **School-to-Work transition for higher education students with disabilities in Serbia, Montenegro and Bosnia&Herzegovina.**

Project aims to:

- Identify and analyse the needs of employers and students with disabilities
- Create a web based tool that will help employers to identify suitable people to fill specific positions
- Create of a portal that will electronically connect employers, individuals with disabilities and the person in each partner country responsible for the development of educational programs for individuals with disabilities
- Inform stakeholders through seminars and workshops, distribution of booklets and/or electronic material regarding the use of the platform and its operation
- Strengthen the role of career centres and establishing the role of mentors
- Raise awareness of employers regarding the benefits of hiring individuals with disabilities.
- Raise awareness and motivation towards transition and increase the number of higher education students with disabilities involved in world of work.

UBG

The University **Centre for Students with Disabilities** was opened on 20 March 2008. The centre was the first such centre in the region and the University of Belgrade showed that it is one of the leaders in the field of improving the position of the disabled students in Serbia. The main goal of the Centre is to provide support to the disabled students so that they can have equal opportunities for a quality higher education, which refers to:

- The development and improvement of the conditions for studying for the students with disabilities;
- Providing support for reading, scanning and transforming the textbooks into audio and electronic format for students with disabilities;
- Providing support for the translation into the gesture language;



- Providing information for students with disabilities on the conditions for studying and ways of support at the faculties, helping them when choosing a future faculty, providing them information on the possibility of prospective employment upon the graduation;
- Organising seminars, public panels and media coverage in order to motivate students with disabilities to enrol in faculties, as well as to raise the public awareness in Serbia of issues regarding the students with disabilities;
- Cooperating with the relevant institutions so as to make the position of the disabled students better.

The University of Belgrade will continue to develop the Centre, together with all relevant institutions, with the aim to improve the quality of the Centre to the level of the similar world centres. It is believed that this is one of the key steps for a significant improvement of the position of the disabled students and at UBG they hope that other Serbian universities will focus on the same issue.

There is a long tradition of endowing properties and funds in Serbia. Since 1997, consistent with the current norms and regulations, the University has restored the work of 11 endowments and 3 funds and is still making effort to reclaim them.

The following **endowments** and **funds** resumed their work:

- The Endowment of Ljubica Zdravković
- The Endowment of Milan and Rade Vukičević
- The Endowment of Dragoljub Marinković
- The Endowment of Gliša and Marija Rakić
- The Fund of Olga and Milan Panić
- The Endowment of Živan Gašić
- The Fund of Milan Stevanović Smederevac
- The Endowment of Vlajko Kalinić
- The Endowment of Luka Čelović Trebinjac
- The Endowment of Milivoje Jovanović and Luka Čelović
- The Endowment of Veselin Lučić
- The Endowment of Đoka Vlajković
- The Endowment of Svetozar and Magdalena Vidaković

The tradition of endowing properties and funds has been carried on and the University constituted a few more funds for awarding scholarships. These are: the Fund of Sister Bulajić, the Funds of Ljubica Vojteh Dragičević and Nikola Dragičević, the Legacy of Danica and Ivan Feofilaktov, and the Legacy of Kosta Migrić to the University of Belgrade.

At a conference held on June 12, 1996, the University Council issued a Resolution on establishing the Foundation for improving the young university scholars' housing conditions,



for the sake of better living and working conditions and adequate engagement in scientific and teaching activities (http://unifondzastanove.bg.ac.rs/eng._temp.html).

UNS

UNS has established two **foundations**:

- Foundation for solving housing problems of young researchers and staff
- Fund for providing scholarships and facilitating progress of talented students and young researchers and artists

Foundation for solving housing needs of young teaching and scientific staff and artists was founded by the University of Novi Sad as a measure aimed at preventing departure of young researchers, scientists and teachers due to existential reasons.

Fund for providing scholarships and facilitating progress of talented students and young researchers and artists at the University of Novi Sad was established in May 1992. The aim of this fund is to encourage a systematic and organized development.

In line with available resources, the Council of the Fund each year makes a decision about competition for scholarships. Fund awarded 19 scholarships in 1992 and later on the number of scholarships has increased but the number of students applying for the competition as well. Up to now, including the school year 2014/2015 year, the Fund has awarded a total of 992 scholarships to the best students of the University of Novi Sad.

UNI

UNI for solving housing needs of young teaching and scientific staff

- Student support Centre, as a separate University unit, has a role to provide support to disadvantaged students - students with health disabilities or social problems as well as to provide legal and other help to students in the case of any type of discrimination.
- Cooperation between University and local government: Providing expert support in defining strategic guidelines for development of local economy and enterprises; Support in writing action plan for sustainable development of City of Nis for period 2015-2020.
- Providing help in making educational legislative through working groups of the Ministry of Education.
- Supporting organization of EBEC Balkan (European BEST Engineering Competition) -competition for young engineers.
- Providing space and logistics for scientific symposium "Traditional aesthetic culture".
- Providing space and logistics for a round table on "Balkans: culture, mentality, education".



- Providing help in opening offices for Association of Roma students.
- Organizing round table “Brain drain: causes and consequences for national development and identity”

SUNP

Since one of the main missions of the SUNP is to support development of this underdeveloped area of Serbia. From the beginning of the activities number of list of protocols and cooperation agreement between SUNP and other institutions which were part of wider social context were established.

- Protocol of cooperation with Higher court in Novi Pazar
- Cooperation agreement with Centre for evaluation in education and science Belgrade
- Cooperation agreement with Association for development of Ibar Valley
- Cooperation agreement with high schools
- Cooperation agreement with Institute for forestry
- Cooperation agreement with Cities and municipalities Novi Pazar, Sjenica, Tutin, Raska
- Cooperation agreement with Dositej Obradović library
- Cooperation agreement with Sport Centre NP
- Cooperation agreement with Institute for public health BATUT
- Cooperation agreement with Clinical centres Nis, Kragujevac and health centre Novi Pazar"

SUNP in line with these agreements organising seminars, public panels and media coverage in order to motivate local partners in taking joint actions and developing joint project applications. Students and professors of SUNP study program of architecture actively worked on developing designs for the urban planning of Tutin municipality and their solutions were integrated in existing municipal development plans. During involvement in Equi-Ed Tempus project SUNP also adopted rulebook for support to the students from vulnerable and underrepresented student groups which consists of informational, counselling and supporting services.

TCAS

Organisation of “open days” for secondary schoolers, involvement in organisation of school competitions on the local level, organisation of lectures and public discussions on different topics, organisation of Welders Competition, projects with the Regional Centre for Development Banat from Zrenjanin, participation in the Researchers’ Night, charity events, fundraising



5. Conclusion

Our analysis shows that neither national nor institutional regulatory documents explicitly name and address the Third mission of the university as a phenomenon per se. There is no separate national or institutional regulatory act that addresses the Third mission as an individual issue or its three pillars: technology transfer and innovation, continuous education and social engagement in the context of the Third mission. However, our analysis also shows that the following national regulations are relevant for the third mission of HEIs: Law on Higher Education, Law on Innovation Activity, Law on Scientific Research Activity, Law on Education of Adults, Patent Law, Law on Trademarks, Law on Legal Protection of Industrial Design, Law on Indications of Geographical Origin, Law on Copyrights and Related Rights, Law on Protection of Trade Secrets, Law on Legal Protection of Topography of Semiconductor Products, and the Strategy for scientific and technological development of the Republic of Serbia for the period 2016-2020 – *Research for Innovation*.

Regarding institutional policies relevant for the third mission of HEIs our analysis shows that it is usually covered by the Statute of the institution, as that is the document that establishes permanent rules to govern internal affairs. Some other institutional regulations may also be relevant for the third mission, such as documents on quality control, code of practice for teaching staff or institutional strategies. Technology transfer & innovation as a third mission activity is regulated by the Law on Innovation Activity, The Patent Law, Law on Legal Protection of Industrial Design, The Law on Copyright and Related Rights, The Law on the Legal Protection of Topography of Semiconductor Products, The Law on The Protection of Trade Secrets and Law on Trademarks. HEIs themselves define institutional rules regulating TTI through their statutes or additional documents. With regard to existing institutional structures that should support TTI activities, except from SUNP, TCAS and BMU, all other HEI involved in the study reported that they have TTO organized as a separate entity at their university. However, although the university TTOs do exist, their capacities are quite modest: they employ just a few employees which limits their ability to cover all activities in the field of TTI. The largest number of institutions reported that they have no information on the number of spin - offs with patented technology as well as the number of spin - offs without patented technology. The reason for this lies in the fact that faculties are independent entities and perform many activities that fall within the domain of TTI individually, without the obligation to thoroughly inform Centre for Technology Transfer at the University, if any. Therefore, this research enabled findings about the activities of the centres for TTI as organizational units on HEIs, but due to decentralization we do not have reliable information about the actual level of the TTI activities on faculties, which would be necessary for making credible judgments. Therefore, further investigation into TTI practices happening at faculties is more than welcome.

Continuous education and lifelong learning as a third mission activity are regulated by the *Law on Education of Adults*. HEIs in Serbia are mostly involved in lifelong learning through lifelong learning centres and continuous education centres they organise. UNS, SUNP and TCAS reported that there is no Continuous Education Office on their universities. Other HEIs in this research report that they do have LLL office or CEO as a separate entity at their universities. However, although the university LLLOs or CEOs do exist, their capacities are



quite modest: they employ 1-2 employees which limits their ability to cover all activities in the field of continuous education. However, faculties themselves started also to take care about continuous education by forming their individual units in this domain. Therefore, due to decentralization of that kind we do not have reliable information about the actual level of the LLL and CE activities on faculties, which would be necessary for forming relevant conclusions about the university in whole. Therefore, further investigation into LLL and CE practices happening at faculties is highly recommended.

SE dimension is underdeveloped in particular within all of the surveyed institutions and further efforts should be made in order to consistently develop activities within this dimension;

HEI should consider

- Building stronger commitment to Third Mission by explicitly including these activities into universities' mission statements, regulatory and strategic documents; CE, TT and SE should be included in the mission and in the strategy of the HEI, institutions should develop separate action plans for CE, TT and SE and include quality assurance procedure for these three pillars into institutional documents on quality control and assurance;
- Developing a list of indicators and ranking methodology for university Third mission;
- Keeping all the relevant stakeholders informed about the third mission activities that are happening on the university and its faculties;
- Raising awareness about the importance of the third mission of university both in academia and general public. It is necessary to strengthen organizational culture of the third mission among all students and employees through continuous communication of desirable values, by motivating employees and students to accept these values and taking corrective action in case of non-compliance with them;
- Encouraging entrepreneurial behaviour among academics and students at all levels of studying;
- Encouraging cooperation with business sector to foster all three dimension of the third mission;
- Investing more resource into building organisational capacities in order to be able to undertake third mission – to further develop established organizational units.



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ANNEXES

Annex 1

IF4TM Questionnaire - Policies and legal frameworks for establishing the 3rd mission of universities

The questionnaire was developed by the University of Lisbon and customized for the purposes of the research of Serbian higher education space. In line with that, results provided in reports 1.1 and 1.4 are entirely comparable, nevertheless respecting the peculiarities of the Serbian and EU university systems. The questionnaire provided herein is given in the content and form which was applied for the data gathering. The survey was web based and it included both multiple choice and open questions.

IF4TM Questionnaire - Policies and legal frameworks for establishing the 3rd mission of universities

In the scope of WP1 of IF4TM project this questionnaire aims at collecting data about practices, policies and legal frameworks for establishing and supporting the 3rd mission of universities.
Please provide all the answers in English.

As defined in the project proposal, "the Third Mission encompasses a wide range of activities involving the generation, use, application and exploitation of knowledge and other university capabilities outside academic environments (Tuunainen, 2005). Those activities are divided into three dimensions: 1) Technology transfer and innovation; 2) Continual education; 3) Social engagement."

This questionnaire should be filled in by one representative of the HEI (preferably someone involved in the project) who will be responsible for collecting the relevant data within the institution.

The deadline for submission is 15/02/2015.

* Required

Your Name *

E-mail address *

Unit *



Description of your Higher Education Institution (HEI)

Institution Name: *

Country: *

Legal status: *

Public

Private

Number of Faculties/Schools: *

Number of students: *

Number of teaching staff and researchers: *

Number of non-academic staff: *

Degree levels offered: *

1st cycle (BSc)

2nd cycle (MSc)

3rd cycle (PhD)

Annual Budget (€):

Income from private/competitive sources (€):

All types of funds except pre-determined government budget

National legislation that governs the Third Mission of Universities in your country:

Identify national legislative documents relevant for the third mission of universities, summarize its main points and provide a link (URL) for the full document, preferably in English



Legislative Document (L1)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters

Link (URL) to legislation or English translation:

Legislative Document (L2)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters

Link (URL) to legislation or English translation:

Legislative Document (L3)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters



Link (URL) to legislation or English translation:

Legislative Document (L4)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters

Link (URL) to legislation or English translation:

Additional Legislative Documents (LA)

Room to refer additional legislation related with third mission of universities

Refer additional national legislative documents

For each document provide title, summary and a link (URL) or English translation (Maximum of 4000 characters)

Institutional policies of your university for Third Mission activities:

Identify institutional policy documents of your university that are relevant for the third mission, summarize its main points and provide a link (URL) for the



full document

Policy Document (P1)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters

Link (URL) to policy or English translation:

Policy Document (P2)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters

Link (URL) to policy or English translation:

Policy Document (P3)

Title:

Summary and relevance for third mission:

Maximum of 3000 characters



Link (URL) to policy or English translation:

Additional Policy Documents (PA)

Room to refer for additional but less relevant policy documents related with third mission of universities

Refer additional policy documents

For each document provide title, summary and a link (URL) or English translation (Maximum of 4000 characters)

A. Technology Transfer & Innovation

1. Is there national legislation that governs ownership of intellectual property? *

- Yes
- No
- Don't know

If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

2. If there is commercial exploitation of the invention, is financial compensation to inventors foreseen in national legislation? *

- Yes
- No
- Don't know



If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

3. Is there national legislation that governs ownership of intellectual property specifically for academic inventions? *

- Yes
- No
- Don't know

If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

4. Is there national legislation that governs ownership of intellectual property specifically for inventions conceived with public funds? *

- Yes
- No
- Don't know

If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

5. Internal policy regarding intellectual property: *

	Don't know	No	Yes, in the scope of P1	Yes, in the scope of P2	Yes, in the scope of P3	Yes, in the scope of PA
Does your institution have an IP Policy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is financial compensation to inventors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



foreseen in
internal policies?

7. Is there a Technological Transfer Office (TTO) at your University? *

Yes

No

8. Number of TTO staff:

9. Average number of patent applications per year:

10. University incubator: *

Yes

No

11. Total number of spin-offs with patented technology:

12. Total number of spin-offs without patented technology:

13. Is entrepreneurship taught at your University? If yes, in which scope/model? *

14. Main activities offered by your TTO:

Maximum of 3000 characters

15. List good practices or activities of your institution that are related with Technology Transfer & Innovation:

Maximum of 3000 characters



Additional comments regarding Technology Transfer & Innovation:
(for example other metrics used in this field, innovation platforms used, integration in entrepreneurial ecosystem, IP valorisation) Maximum of 3000 characters

B. Continuous Education

1. Is there national legislation that governs Continuous Education in universities? *

- Yes
- No
- Don't know

If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

2. Does your institution have a Continuous Education Policy? *

- Yes
- No
- Don't know

If yes, select relevant policy documents from the ones that you have listed previously:
you can choose more than one option

- P1
- P2
- P3
- PA



3. Is there a Continuous Education Office? *

- Yes
- No

4. Number of Continuous Education Office staff:

5. Number of participants in Continuous Education courses in the past year (2015):

6. Average ECTS of a Continuous Education course (in hours):

7. Participants in Continuous Education background:

- Former students of the same institution
- Students from another institution

8. Tools or incentives for attracting students to enroll in Continuous Learning courses (contracts with companies, alumni network, professional associations, etc.)

Maximum of 3000 characters

9. List good practices or activities of your institution that are related with Continuous Education:

Maximum of 3000 characters

Additional comments regarding Continuous Education:

(for example other metrics used in this field, personal development programs) Maximum of 3000 characters



C. Social Engagement

1. Is there national legislation that governs Social Engagement in universities? *

- Yes
- No
- Don't know

If yes, select relevant legislative documents from the ones that you have listed previously:
you can choose more than one option

- L1
- L2
- L3
- L4
- LA

If yes, select the stakeholders:

you can choose more than one option

- Primary and secondary education institutions
- Local government
- Industry and civil society
- Other stakeholders

2. Does your institution have a Social Engagement Policy? *

- Yes
- No
- Don't know

If yes, select relevant policy documents from the ones that you have listed previously:
you can choose more than one option

- P1
- P2
- P3
- PA

If yes, select forms of relationship with stakeholders:

you can choose more than one option

- Activities with primary and secondary education institutions
- Local government representatives involved in HEI governing bodies
- Industry and/or civil society involved in HEI governing bodies
- Other forms of relationship with stakeholders

3. The university has Offices or Units responsible for Social Engagement activities? *

- Yes



No

4. If yes, please identify the Offices or Units within the University responsible for social engagement activities:

Maximum of 3000 characters

5. Please identify the main activities developed related to career services and the Office within the University that conducts each activity:

Maximum of 3000 characters

6. Number of patents filed in joint ownership with industry in the past year (2015):

7. Number of contracts signed with the local industry in the past year (2015):

8. List good practices or activities of your institution that are related with Social Engagement:

Maximum of 3000 characters

Additional comments regarding Social Engagement:

(for example other metrics used in this field, programs with primary and secondary education, cooperation with local government, cooperation with industry and civil society) Maximum of 3000 characters

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