



TEMPUS PROJECT

Modernization and Harmonization of Tourism Study Programs in Serbia 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR

[Activity: DEV 3.4 - *Subject related training*]

[Activity: MNGT 9.2 - *Regular meetings of Steering Committee*]

REPORT ON WORK VISIT TO UNIVERSITY OF GREENWICH AT MEDWAY, FACULTY OF ENGINEERING AND SCIENCE, CHATHAM 19-26 APRIL 2015

Report done by:


(Nenad Milutinovic, MSc)


(Milos Jovanovic, PhD)


(Milutin R. Djuricic, PhD)

Visit to University of Greenwich, Faculty of Engineering and Science, Chatham, United Kingdom - organized within the Tempus project No. 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR entitled “Modernization and Harmonization of Tourism Study Programs in Serbia” - took place from 19th to 26th of April, 2015, and comprised two activities: activity DEV 3.4 - *Subject related training* and activity MNGT 9.2 - *Regular meetings of Steering Committee*. Therefore, a total of 21 academic and non-academic partner institutions’ representatives and staff members travelled to Chatham (see Appendix 1).

The visit was organized and conducted in line with the following Agenda:

Day 1 – Sunday 19 th April 2015		
Time	Topic	Venue
16:00	Arrival of colleagues at Heathrow and TAXI transfer to Ramada Hotel	Chatham
18:00	Get together, lobby Ramada Hotel – Dinner	Chimichanga

Day 2 – Monday 20 th April 2015		
Time	Topic	Venue
09:30	Welcome, Quality Assurance and Quality Control in HE – <i>Milan Antonijević</i>	B028
13:00	Lunch Break	Ship & Trades
15:00	Quality Assurance and Quality Control in HE – <i>Milan Antonijević</i>	B028
17:00	Day 2 – discussion and closing remark – <i>Milan Antonijević</i>	B028

Day 3 – Tuesday 21 st April 2015		
Time	Topic	Venue
09:30	Trip to London – Tourism in practice	London
12:30	Lunch Break	
17:30	Day 3 – discussion and closing remark – <i>Milan Antonijević</i>	London
19:00	Sightseeing – London by Night	London

Day 4 – Wednesday 22 nd April 2015		
Time	Topic	Venue
09:30	Interim report – <i>Milutin Đuričić/Milan Antonijević</i>	N005
12:00	Lunch Break	
14:00	Interim report – <i>Milutin Đuričić/Milan Antonijević</i>	N005
17:00	Day 4 – discussion and closing remark – <i>Milan Antonijević</i>	N005

Day 5 – Thursday 23 rd April 2015		
Time	Topic	Venue
10:00	MHTSPS – further project talks	N005
12:00	Library visit, Student facilities	Drill Hall Library
13:00	Lunch Break	
14:30	Historic Rochester – <i>Milan Antonijević</i>	Rochester
17:30	Day 5 – discussion and closing remark – <i>Milan Antonijević</i>	Rochester

Day 6 – Friday 24 th April 2015		
Time	Topic	Venue
9:30	Day Trip to Canterbury	Canterbury
12:00	Lunch Break	Azouma
17:30	Day 6 – discussion and closing remark – <i>Milan Antonijević</i>	Chatham

Day 7 – Saturday 25 th April 2015		
Time	Topic	Venue
10:00	Free time – trip to London etc.	London

Day 8 – Sunday 26 th April 2015		
Time	Topic	Venue
10:00	Travel to Heathrow	Heathrow

As the Agenda shows, the visit was divided in three parts:

1. Steering Committee Meeting,
2. Training course for teachers and teaching associates from Serbian partner HEIs, and
3. Tourism in practice.

1. STEERING COMMITTEE MEETING

The Steering Committee meeting was held at the premises of the Faculty of Engineering and Science in Chatham. Numerous themes related to the Project implementation in practice were discussed at the meeting that lasted for three days.



Meeting participants in front of the Faculty of Engineering and Science

FIRST DAY – Monday, 20th April 2015

Milan Antonijevic, PhD, UoG's contact person, greeted the meeting attendees and wished them a successful work and pleasant stay in Great Britain.

Prof. Milutin Djuricic, PhD, Coordinator of the MHTSPS project, thanked for the welcome statement on behalf of the participants, and greeted participants himself. He emphasized the importance of the forthcoming critical activities such as Intermediate report design (activity QPLN 6.2), equipment procurement (DEV 3.5), Project Conference (DISS 7.3), accreditation of modernized and developed study

programs (EXP 8.1), organization of workshops for tourism employees (WP 4) and training courses for teachers (WP 3).

Prof. Djuricic pointed that partial Intermediate reports, for each individual institution participating in the project, should be submitted to Coordinator no later than 8th of May, 2015. Paper form of financial documents should be submitted with report as well.

Prof. Djuricic informed the meeting attendees that the procedure for selecting the Auditing company is already launched. This company will perform the audit of the project in coordinating institution's premises. However, should the auditing firm wanted to visit some partner, the partner concerned will bear the corresponding expenses.

The importance of the activity DEV 3.5 – Equipment acquisition has also been emphasized. Meeting participants have been introduced with acquisition procedure and all the related problems.

Accreditation of modernized and harmonized study programs has been summarized. It was stated that BTC Uzice accredited one undergraduate and one postgraduate study program, HBS Leskovac two undergraduate study programs and one postgraduate study program, while FHMT from Vrnjacka Banja entered the procedure for accreditation of one undergraduate study program.

Prof. Djuricic said that ongoing activities should be intensified in order to gain enough space for raising the quality of the project implementation in future. Each activity must be documented and followed by the corresponding quality records. It was emphasized that the contact persons are aware of this.

Due attention was paid to the organization of workshops and courses for tourism employees. It has been agreed that two workshops – one for development of Logical Framework Matrix and one for defining the budget of a project – will be organized by the Consortium members. All the member institutions of the Consortium should be involved in creating the workshops' program. It has also been agreed that the workshops will take place in second half of June 2015 (from 21st to 26th of June) in Vrnacka Banja (June 21-24, 2015) and Novi Sad (June 25-26, 2015). The provisional agenda for both workshops has been proposed and adopted.

At the end of his speech, prof. Djuricic called the academic partners from Leskovac and Vrnjacka Banja to make arrangement with colleagues from TEIP and USAMV regarding the terms and content of the monitoring visits.

In the second part of the first day's meeting, prof. Milan Antonijevic, PhD, kept the presentation about Higher Education Quality Assurance and Control.

The members of Steering Committee unanimously issued a Decision on adoption of amendment to the Project Quality Management Plan for MHTSPS TEMPUS project and the second of the Project Quality Management Plan of the TEMPUS project number 544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR, entitled: „Modernization and Harmonization of Tourism study programs in Serbia” (*Work package 6, Activity 6.1*) **has been adopted**. This changes is a result of the Miloš Jovanović's resigned of the Steering Committee member duty, but he will stay as a contact person. Instead of Miloš Jovanović, the name of Nada Nedović will stand.

SECOND DAY – Wednesday, 22nd April 2015

Professor Milutin Djuricic introduced the form of Intermediate report to the attendees. He briefly explained the content of the Report. Each part of the Report has been commented and discussed. It has been agreed that the part of the Report related to equipment will be fulfilled by the Coordinator. Prof. Antonijevic commented that, in *Other comments* part, should be quoted what was the project's influence



Meeting participants

Technical secretary

Nenad Milutinovic, M.Sc.

Nenad Milutinovic, M.Sc.

Project Coordinator

Prof. Milutin Djuricic, PhD

Prof. Milutin Djuricic, PhD

SECOND DAY – Wednesday, 22nd April 2015

Professor Milutin Djuricic introduced the form of Intermediate report to the attendees. He briefly explained the content of the Report. Each part of the Report has been commented and discussed. It has been agreed that the part of the Report related to equipment will be fulfilled by the Coordinator. Prof. Antonijevic commented that, in *Other comments* part, should be quoted what was the project's influence to the institution concerned in other areas (beside tourism) and what is the level of quality of the partnership and how can it contribute to implementation of some future projects.



Meeting in progress

Prof. Antonijevic then presented the second part of the Report to the attendees – *Statistics and Indicators*.

At the end, Prof. Djuricic emphasized once again that partial Intermediate reports, for each individual institution participating in the project, should be submitted to Coordinator no later than 8th of May, 2015, and that the three paper copies of supporting documentation should be submitted with report as well.

THIRD DAY – Thursday, 23rd April, 2015

In the opening minutes of the third day's meeting, Prof. Djuricic talked about the forthcoming project activities. The importance of the accreditation of study programs has been emphasized once again.

After that, prof. Djuricic concluded that prof. Marija Mandaric, Dragan Stojanovic, Milos Jovanovic and Milutin Djuricic are responsible for the quality of a textbooks review.

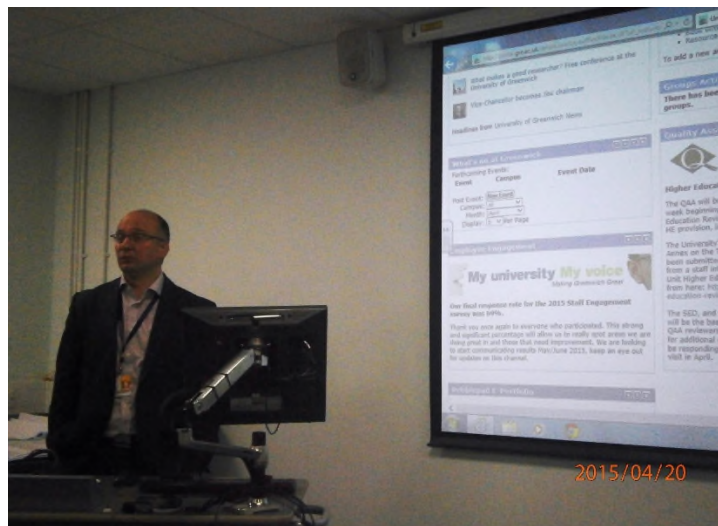
Prof. Djuricic then talked about training courses for teachers (pedagogical training to be held in Vrnjacka Banja from 22-24 June 2015, subject related training held in London, English language training and IT training) and tourism employees. He stated that 1/3 of envisaged number of tourism employees have already been trained, and that the plan is to design at least 11 training courses until the end of the project implementation period. The program of these training courses will be designed according to the previously determined needs and market research results. Furthermore, prof. Djuricic informed the meeting participants about activities related to organization of 2nd International Conference, whose aim is to disseminate the results of the project. All the partners have been asked to submit the scientific papers and to provide student's papers as well. The objective of this year's Conference is to achieve the M10 status, so all the partners must prepare a high quality papers. Prof. Antonijevic commented that each generation of enrolled students should prepare a poster session at the end of the school year in order to attract the future students.

At the end, the participants discussed about Monitoring visits of TEMPUS office representatives and about provisional dates of EU partners' monitoring visits and Consortium meetings in Romania and Greece.

In general, during the three-day Steering Committee meeting, the participants were provided with very useful information regarding the ongoing and future project activities, such as design of Intermediate report, equipment procurement, Project Conference, accreditation of modernized and developed study programs, organization of workshops for tourism employees, training courses for teachers, audit, monitoring visits of EU partners and Tempus Office representatives, and others. The tasks were assigned to each partner institution and the future actions have been agreed.

2. TRAINING COURSE

Training course for Serbian academic partners' staff has also been held at the premises of University of Greenwich. It was constituted from the lectures regarding Quality Assurance and Quality Control in Higher Education, contemporary teaching methods, methodology and practical preparation of contemporary teaching material, as well as practical examples of education process implementation in practice. The lecturer was professor Milan Antonijevic, PhD.



Professor Milan Antonijevic, PhD, holding the lecture

Professor Antonijevic held a lecture on teaching methods used at the University of Greenwich at Medway, Faculty of Engineering and Science, Chatham, and provided several examples of teaching practice. It has been pointed out that the system for quality assurance at the University implies regular and systematic tracking of the teaching process implementation and taking measures for quality enhancement of curricula, teaching process, teaching staff, grading system, text books and literature. Such procedure meets well-defined standards and ensures the quality of academic study programs. Professor Antonijevic presented a set of documents that portray demands, principles and practice applied during the process of design, development and implementation of study programs.

Regarding the control and inner quality assurance, it has been pointed out that study programs, composed of obligatory and elective courses, have got to be recognizable in the world, and subjects' curricula has to be authorized. All programs and subjects need to be formally approved, systematically monitored and periodically revised.

At University level, Committee for Teaching and Quality controls the assurance and enhancement of quality in the whole of University, while Academic Committee is in charge of activities related to cooperation. Activities of Central Unit for Teaching and Quality have also been particularized.

During the lecture on external quality assurance system, attention was called to the importance of Quality Assurance Agency at the national level. This Agency, as stated, is responsible for regular external control of quality assurance measures applied at all higher education institutions in Great Britain. Moreover, professor singled out the role of regular inspection of teacher education, as well as the importance of conducting periodical evaluations of research activities.

When it comes to internal evaluation of both teachers and subjects, students evaluate a subject and teachers without stating explicit names of teachers/teaching assistants. Special attention is placed on data protection of both teachers and students.

During a lecture on Quality assurance strategies and procedures, the course attendees were informed that these are designed to:

- offer a student with adequate academic experience,
- ensure the quality and standards of rewarding and lecture classes,
- encourage and enhance quality and stimulate the development of the curricula by demanding from its staff to, through mutual evaluation, grade each subject and program that they teach, and
- meet the requirements of external agencies in relation to standard harmonization and enhancement of learning possibilities.

Implementation of Quality Assurance strategies and procedures takes place through authorization of new external examiners, i.e. through approval of new study programs, grading, suspension, oversight and critical review of programs.

Special emphasis is placed on continuous teacher development and trainings. Stimulative measures, not punishments, are used to introduce changes. Teaching process is realized through:

- lecture classes, practice classes, lab classes and additional classes, workshops and seminars;
- third year courses and discussion classes with teaching staff;
- fourth year courses which imply a great amount of independent learning;
- final projects on the fourth year.

Creativity in development of teaching material is of great importance, as that is one of the ways to achieve student engagement. Each student has his/her own mentor who follows student's progress. Mentor – student meetings are obligatory 4 times in the winter and 3 times in the summer term.

Instead of conclusion, Milan Antonijević, PhD, described the phases and programs that courses must go through in order to be approved. He also pointed out the necessity of continuous monitoring of courses and programs and their periodical revision.



Participants of the Steering Committee Meeting and the training course

3. TOURISM IN PRACTICE

During the study visit to University of Greenwich at Medway, i.e. Faculty of Engineering and Science, Chatham, the participants had an opportunity to visit Greenwich, London, Canterbury and Rochester, and their numerous cultural and historical sights.

A) In **Greenwich**, we made a visit to the complex, library and official premises of University of Greenwich (rectorate). Afterwards we had the pleasure of visiting the famous observatory with the prime meridian. We then went to Maritime museum, saw the Royal Naval College, etc.



University of Greenwich



University of Greenwich - Library and Rectorate

B) In **London**, we had the opportunity to visit the most important tourist attractions in central London: starting from London Victoria station, we visited Buckingham Palace, St. James's Park, Big Ben and the Palace of Westminster, London Eye, Tower Bridge, Leicester Square, The National Library, Piccadilly Circus, Oxford Circus, Hyde Park, etc.



Buckingham Palace



The National Library



Palace of Westminster: A view from the London Eye pedestal



Tower Bridge



London Eye

C) We also went to **Canterbury** – a lively small town, located on the River Stour. Walking along the city rampart, dating from roman times, we explored the city center and the famous cathedral.



D) Finally, we paid a visit to **Rochester**, a town and historic city in the unitary authority of Medway in Kent, situated at the lowest bridging point of the River Medway. Here, we were introduced to Rochester Cathedral, the base of the Diocese of Rochester who founded The King's School, considered to be the second oldest continuously running school in the world. We also had a chance to admire the Rochester Castle.



Rochester Castle


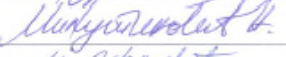
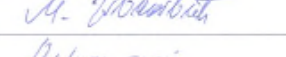

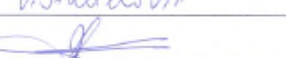





In Uzice, May 11th, 2015

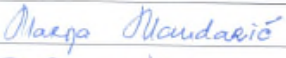

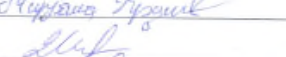




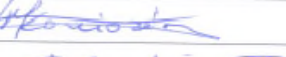



APPENDIX 1: Registration list of the training course and the Steering Committee meeting attendees

REGISTRATION LIST

of the attendees of the consortium meeting

 April 20th, 2015; 9:30 AM
 Room B028, University of Greenwich

No.	Name and Surname	Institution	Signature
1.	Milutin Đuričić	Business Technical College, Užice, Serbia	
2.	Nenad Milutinović	Business Technical College, Užice, Serbia	
3.	Miloš Jovanović	BUSINESS TECHNICAL COLLEGE, UŽICE, SERBIA	
4.	Miroslav Ivanović	TOURISM ORGANISATION OF WESTERN SERBIA	
5.	VALENTINA STANKOVIĆ	HIGH BUSINESS SCHOOL, LESKOVAC, SERBIA	
6.	DIMITRIOS TSELES	TEI of Piraeus, Greece	
7.	DRAGAN STOJANOVIĆ	UBSL, SERBIA	
8.	MILENA MARJANOVIĆ	High Business School, Leskovac, Serbia	
9.	DUSAN UNJEČEVIĆ	PRIVREDNA KOMORA VOJVODINE SERBIA NES	
10.	DRAGOSLAV NILOLIĆ	REGIONALNA PRIVREDNA KOMORA UŽICE	

11.	MARIJA MANDARIĆ	University of Kragujevac, SERBIA	
12.	DRAGICA SAMARDŽIĆ	CHAMBER OF ECONOMY OF VOJVODINA, SERBIA	
13.	MIRJANA KEDŽIĆ	CHAMBER and committee of Užice	
14.	DIDANA ILIĆ	Tourist organization of Leskovac	
15.	MIROSLAV RAĐEN	TOURISM ORGANIZATION of Western Serbia	
16.	MILAN ANTONIJEVIĆ	UNIVERSITY OF GREENWICH, UK	
17.	ŠANA ĐUMITRAŠ	University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca, RO	
18.	RAMONA LAHAJOSCH	UNIVERSITY OF AGRICULTURAL SCIENCES & VET. MEDICINE of Cluj-Napoca, UH	
19.	ŠAN VODNAR	UNIVERSITY OF AGRICULTURAL SCIENCES and Veterinary Medicine Cluj-Napoca	
20.	Michael Kourizos	TEI of Piraeus, Greece	
21.	VLADIMIR SOMIĆ	UNIVERSITY OF KRAGUJEVAC, SERBIA	
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REGISTRATION LIST

of the attendees of the consortium meeting

 April 22nd, 2015; 9:30 AM
Room N005, University of Greenwich

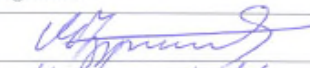


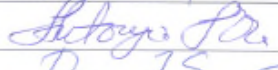

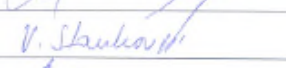




No.	Name and Surname	Institution	Signature
1.	Milutin Đuričić	Business Technical College, Užice, RS	
2.	Nenad Milutinović	Business Technical College, Užice, Serbia	
3.	Miroš Jovanović	BUSINESS TECHNICAL COLLEGE, UŽICE, SERBIA	
4.	Miroslav Ivanović	TOURISM ORGANIZATION OF WESTERN SERBIA, UŽICE	
5.	DIMITRIOS TSELES	TEI of PIRAEUS, Greece	
6.	VALENTINA STANKOVIĆ	HBSL, SERBIA	
7.	DRAGAN STOJANOVIĆ	HBSL, SERBIA	
8.	Dušan Vučković	PRIVREDNA KOMORA VOJVODINE SERBIA, N.S.	
9.	DRAGOSLAV NIKOLIĆ	REGIONALNA PRIVREDNA KOMORA UŽICE	
10.	MILENA MARJANOVIĆ	HEGA BUSINESS SCHOOL, LOGROÑO SPAIN	










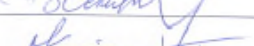
11.	Marija Mandarić	University of Kragujevac, Serbia	
12.	DRAGICA SAMARDŽIĆ	CHAMBER OF ECONOMY OF VOJVODINA, SERBIA	
13.	MIRJANA KRDEČ	CHAMBER of commerce of Užice	
14.	DIDANA ILIĆ	Tourist Organization of Leskovac	
15.	MIROSLAV RAĐEN	TOURISM ORGANIZATION OF WESTERN SERBIA	
16.	MILAN ANTONIJEVIĆ	UNIVERSITY OF GREENWICH, UK	
17.	DIANA BUMTRAS	University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca, RO	
18.	RAMONA FURAROSCHI	UNIVERSITY OF AGRICULTURAL SCIENCES & VET MEDICINE OF CLUJ-NAPOCA, RO	
19.	JAN VOĐNAR	UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE CLUJ-NAPOCA, RO	
20.	Michael Koziozab	TEI of Piraeus, Greece	
21.	VLADIMIR SENIĆ	UNIVERSITY OF KRAGUJEVAC, SERBIA	
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REGISTRATION LIST

of the attendees of the consortium meeting

 April 23rd, 2015; 9:30 AM
Room N005, University of Greenwich

No.	Name and Surname	Institution	Signature
1.	Milutin Đuričić	Business Technical College, Užice, Serbia	
2.	Nenad Milutinović	Business Technical College, Užice, Serbia	
3.	Miloš Jovanović	Business Technical College, Užice, Serbia	
4.	Milan Antonijević	University of Greenwich, London, UK	
5.	DRAGAN STOJANOVIĆ	HBSL	
6.	Mikela Mrđanović	HBSL	
7.	VALENTINA STANKOVIĆ	HBSL	
8.	Miroslav Ivanović	Tourism Organisation of Western Serbia	
9.	Marija Mandarić	University of Kragujevac, Serbia	
10.	DIJANA LIČ	Tourist organisation of Leskovac	

11.	АРАПОСКО БУКОЈИЋ	РЕПУБЛИКА УЖИЦЕ РЕГИОН КОМОРА ЈУЖИ	
12.	АНАИТА БУЧУЧЕВИЋ	НАУЧНО Истраживачка организација Војводине Србија	
13.	MIROSLAV RAĐEN	TURISTIČKA ORGANIZACIJA REGIJE ZAPADNA SRBIJA	
14.	MIRJANA KREĐIĆ	Užice Regional chamber of commerce	
15.	DRAGICA SAHARĐIĆ	CHAMBER OF ECONOMY OF VOJVODINA	
16.	DAN VODNAR	UNIVERSITY OF AGRICULTURAL SCIENCES AND VETERINARY MEDICINE CLUJ-NAPOCA	
17.	SUJAROSCHI RAMONA	UNIVERSITY OF AGRICULTURAL SCIENCES AND VET MEDICINE OF CLUJ-NAPOCA, RO	
18.	DIANA DUMITRAS	UASVM CLUJ-NAPOCA, ROMANIA	
19.	VLADIMIR SENIĆ	* UNIVERSITY OF KRAGUJEVAC, SERBIA	
20.	Richard Kariozdos	TEI of Piraeus	
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**REVIEW OF IMPLEMENTATION OF PLANNED ACTIVITIES WITHIN THE MHTSPS TEMPUS PROJECT FOR THE PERIOD
01/12/2013 – 04/01/2015**

Activity	Activities (as indicated in the LFM)	Start date	Delivery date	Indicator	Quality records	Responsible for the implementation of the activity	Remark
1.1	Situation analysis of current study programs in Serbia	01/12/2013	31/01/2014	Report on comparative analysis of current Tourism study programs in Serbia	The decision on adoption of the Report on analysis of existing curricula at colleges and universities	1.M.Jovanović 2.M.Mandarić 3.T.Gajić 4.D.Stojanović	Report completed, signed and adopted by Project Steering Committee on 31/01/2014
1.2	Market analysis of present needs for qualified workers	01/12/2013	31/01/2014	Report on comparative analysis of present needs for qualified workers in Serbia	The decision on adoption of the Report on the necessary knowledge in the tourism industry	1.N.Benić 2.M.Raden 3.D.Samardžić 4.Ž.Nestorović	Report completed, signed and sent by e-mail to the members of the Steering Committee for adoption.
1.3	Harmonization with existing EU benchmark standards	01/02/2014	31/03/2014	Report on comparative analysis of current Tourism study programs in Serbia and EU	The decision on adoption of the Report on the need for harmonization of higher education in the EU	1.M.Jovanović 2.M.Mandarić 3.T.Gajić 4.D.Stojanović 5.M.Antonijević 6.M.Koniordos 7.R.Suharroschi	Activity implemented
2.1	Creation of methodology (quality procedures) for the development of more flexible study programs	01/02/2014	31/03/2014	Defined Methodology (quality procedure) for the development of more flexible study programs	The decision on adoption of the Methodology by the Steering Committee	1.M.Duričić 2.M.Antonijević	Activity implemented
2.2	Tuning outcomes and competencies of existing programs in line with current market needs	01/03/2014	30/04/2014	Report of the Working Groups	The decision to adopt the report on the necessary knowledge and competence of personnel in tourism Serbia	1.M.Jovanović 2.M.Mandarić 3.D.Stojanović	Activity implemented

2.3	Modernization and harmonization of existing undergraduate curricula	01/05/2014	30/09/2014	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity implemented
2.4	Development of new postgraduate curricula	01/05/2014	30/09/2014	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity implemented
2.5	Development of teaching material	01/10/2014	30/05/2015	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
2.6	Student recruitment and enrolment campaign	01/12/2014	31/08/2015	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
2.7	Evaluation of developed programs and program appraisal based on evaluation outcomes	01/10/2016	30/11/2016	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
3.1.	Language skills	01/12/2014	30/08/2015	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
3.2	ICT skills	01/12/2014	30/08/2015	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
3.3	Pedagogical skills	01/12/2014	30/08/2015	Report of the Working Groups	Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.
3.4	Subject related training	01/01/2015	30/08/2015		Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity in progress. Runs as planned.

3.5	Purchasing of equipment for improving infrastructure to support innovation in teaching practice (ICT and laboratory equipment)	01/01/2015	31/03/2015		Adopted Reports by Steering Committee	S.Petrovic S.Aksentijevic D.Milašinović B.Gužvić D.Kotlo	Activity in progress. Runs as planned.
4.1	Design of continuous tourism courses	01/12/2014	31/01/2015		Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity implemented.
4.2	Preparation of materials for the courses	01/01/2015	30/02/2015		Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović	Activity implemented
4.3	Enrolment of tourism employees	01/02/2015	30/04/2015		Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović M.Raden D.Samarđžić Ž.Nestorović	Activity implemented
4.4	Organization of the courses	01/05/2015	30/11/2015		Adopted Reports by Steering Committee	M.Đuričić M.Jovanović M.Mandarić D.Stojanović M.Raden D.Samarđžić Ž.Nestorović	Activity in progress. Runs as planned.
5.1	Establishment of stakeholder and professional cooperation networks	01/02/2014	30/11/2016	Number of concluded Agreements on cooperation between HEIs and stakeholders	Adopted Report on number of concluded Agreements on cooperation by HEIs and at the Project level	1.M.Jovanović 2.M.Mandarić 3.D.Stojanović 4.N.Benić 5.M.Raden 6.D.Samarđžić 7.Ž.Nestorović	Activity in progress. Runs as planned.

5.3	Development of bilateral agreements in domain of work based learning and business and industrial placement experience	01/02/2014	30/11/2016	Signed inter-institutional agreements	Record on number of concluded agreements by partners and at the Project level	1. M. Jovanović 2. M. Mandarić 3. D. Stojanović	Activity in progress. Runs as planned.
6.1	Defining procedures for project quality control (QC)	01/01/2014	28/02/2014	Designed procedures for project QC	Approved project quality procedure	M. Đuričić M. Antonijević	Activity implemented. Project Quality Plan adopted at the session of the Steering Committee held on 31/01/2014
6.2	Regular internal progress reports / providing overview of the achieved results	01/12/2013	30/11/2016	Designed Reports at partner institution and Project level	Adopted Reports by Steering Committee	M. Đuričić and Contract persons from the partner institutions	Activity in progress. Runs as planned.
6.3.	Monitoring visits by externally appointed peer review and representatives of TEMPUS office	01/09/2014 01/04/2015 01/09/2015	30/09/2014 30/04/2015 30/09/2015		Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity implemented
6.4.	Implementation of corrective measures	01/05/2014	30/11/2016		Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity in progress. Runs as planned.
7.1	Development and maintenance of project web site and web portal	01/12/2013	30/11/2016	Registered web site and web portal	Corresponding Quality records on web site and web portal	B. Stevanović	Project Web site registered and operative. Web portal will be established upon the acquisition of the necessary equipment.
7.2	Marketing activities	01/05/2015	30/11/2016		Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić	Activity in progress. Runs as planned.

7.3	Project conference	01/10/2014 And 01/10/2015 And 01/10/2016	30/10/2014 And 30/10/2015 And 30/10/2016	Conducted Conferences related to dissemination of the Project	Adopted Report on conducted Conferences	M. Jovanović M. Đuričić N. Milutinović	First International Conference successfully organized. Program and Organizational Board of the Second International Conference formed. Form of Paper (instructions for authors) designed.
8.1	Accreditation of modernized and developed programs	01/12/2014	31/05/2015	Accreditation of programmes	Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity in progress. Runs as planned.
8.2	Implement employer/professional body/student support committees to help sustain student recruitment	01/01/2015	30/11/2016		Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity in progress. Runs as planned.
8.3	Raising community awareness about importance of tourism and tourism education	01/12/2013	30/11/2016	Number of conducted sessions with stakeholders, number of media appearances	Quality records on conducted sessions and media appearances.	1. M. Jovanović 2. M. Mandarić 3. T. Gajić 4. D. Stojanović 5. N. Benić 6. M. Raden 7. D. Samardžić 8. Ž. Nestorović	Activity in progress. Runs as planned.
8.4	Degree recognition between RS higher education partner institutions	01/05/2015	31/07/2015		Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity in progress. Runs as planned.
8.5	Development of institutional financial sustainability plan	01/09/2014	28/11/2014	Designed of institutional financial sustainability plan	Adopted Reports by Steering Committee	M. Đuričić M. Jovanović M. Mandarić D. Stojanović	Activity implemented

9.1	Kick-off meeting	01/12/2013	31/12/2014	Meeting was held	Adoption of Minutes from the Kick-off meeting	1. L.J. Diković 2. M. Đuričić	Meeting held. Minutes and Decisions available.
9.2	Regular meetings of Steering Committee	01/11/2014 And 01/11/2015 and 01/11/2016	31/11/2014 And 31/11/2015 and 31/11/2016	Meeting was held	Adoption of Minutes from the meeting	M. Đuričić	Activity in progress. Runs as planned. Communication via e-mail operates successfully.
9.3	Organization and coordination of project activities	01/12/2013	30/11/2016	Is Project implemented according to the adopted plan?	Adopted reports on the implementation of the Project	M. Đuričić	Activity in progress. Runs as planned.
9.4	Project administration management	01/12/2013	30/11/2016	Timely reporting of project activities	Adopted reports on the implementation of the Project	N. Milutinović	Activity in progress. Runs as planned.
9.5	Design of manual for financial project management	01/02/2014	31/03/2014	Designed Manual	Adopted Handbook at Kick off Meeting	1. B. Đuričić 2. M. Đuričić	Manual for financial project management designed and adopted at the session of the Steering Committee held on 31/01/2014