

PERSONAL INFORMATION



Ninoslav Šćukanec Schmidt

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Sex Male | Date of birth 14/09/1972 | Nationality Croat

WORK EXPERIENCE

18/11/2005 - Present

Executive Director and Founder

Institute for the Development of Education (IDE), Trg Nikole Zrinskog 9, 10000 Zagreb, Croatia, www.iro.hr (Full time).

- Responsible for strategic development, overseeing the implementation of strategy through operational plans, providing leadership and decision making according to the regulations set by the Governing Board.
- Public representative of the institute, advocating its goals, developing cooperation and strategic partnerships with higher education stakeholders on local, national, and international levels.
- Providing advising at high level to key bodies responsible for the development of the Croatian and European higher education systems and to higher education institutions. Providing expertise and policy guidelines for institutional governance and strategic management of higher education, financing of higher education, the social dimension of higher education, quality assurance in higher education, and in the development of qualifications frameworks.
- Serving as key policy expert in EU funded projects on national and international levels.
- Created and introduced innovations in the Croatian higher education space:
 - Formed international expert consortia through EU funded projects, which resulted in the first comprehensive proposal for a new system of financing higher education in Croatia. The proposal was included in the government's Croatian Education Strategy 2015-2020.
 - Created action plan for Croatia's entry into the Erasmus program; championed the establishment of career advising centers at public universities.
 - Designed the concepts of Croatia's only scholarship portal www.stipendije.info and of the national Scholarship Fair, both operated by the IDE since 2005; contributed to key legislative development in form of an amendment to the Income Tax Law to remove scholarship taxation.
- Overseeing all program implementation. Responsible for managing a 2.3 m HKR annual budget (approx. 310 k EUR), fundraising, and preparation of annual reports. Responsible for implementation of an internal quality assurance system. Overseeing human resource management for a staff of 20, with 3 hierarchy layers below and 1 above (Governing Board); no peers.

Business or sector Higher Education Policy. The IDE is a non-profit think tank that contributes to the development of higher education policy, provides advising and expert support to institutions, connects domestic and international experts, and enables individuals in Croatia and the region to achieve their educational goals. Non-government and non-profit organization.

23/11/2018 - Present

Co-Chair of the Advisory Group on Social Dimension within the Bologna Follow-Up Group (BFUG)

The Bologna Follow-Up Group (BFUG). Italian BFUG Secretariat, c/o CIMEA, Viale XXI Aprile 36, 00162 Roma, Italia, <http://www.ehea.info/index.php> (honorary committee work, 4 hours per week).

- Leading the Advisory Group during 2018-2020 with the goal to develop a new strategic document "Principles and Guidelines for the Social Dimension of Higher Education (PAG)" that will help European Higher Education Area (EHEA) countries improve social dimension policies in higher education. Appointed to the Advisory Group by the Croatian Ministry of Science and Education as the representative of Croatia. Providing expertise in the field of social dimension in higher education; co-author and editor-in-chief of the new strategic document PAG.
- Actively participating in BFUG meetings as co-chair of the Advisory Group and as member of the Croatian Delegation. Advocating the enhancement of social dimension in the EHEA among the representatives of its 48 member states.

Business or sector Higher Education Policy. The Bologna Process is one of the main intergovernmental processes at the European level for the enhancement of higher education, implemented in 48 states of the European Higher Education Area (EHEA). Every two years, Ministerial Conferences of ministers responsible for higher education assess the progress in implementing reforms within the EHEA and decide on the next steps. The Bologna Follow-Up Group (BFUG) is the executive structure supporting the Bologna Process between the Ministerial Conferences. The Advisory Group on Social Dimension is one of the key bodies of the BFUG whose task is to help countries in the EHEA to improve social dimension policies in higher education. Intergovernmental body.

22/08/2018 – 30/06/2019

Consultant (short term)

The World Bank Group, 1818 H Street NW, Washington, DC 20433, USA, <https://www.worldbank.org/> (honorary consultancy work, 4 hours per week)

- Member of the World Bank consultancy team tasked with producing a policy note on education and skills as the analytical basis for preparing the Croatian National Development Strategy 2020-2030.
- Author of the chapters related to the strategic development of Croatian higher education for the period 2020-2030 in the policy note "National Development Strategy Croatia 2030 Policy Note: Education and Skills".

Business or sector Strategic Development and Higher Education Policy. The World Bank was contracted by the Croatian Government for the support in producing a key strategy for the period 2020-2030 named "National Development Strategy 2030". The educational sector is one of the sectors represented in the strategy, and the World Bank was tasked to prepare a policy note on education and skills that contains an overview of key developments in the educational sector, assessment of main developmental challenges and opportunities, prioritized policy recommendations, and proposed implementation roadmap. As such, the policy note served as the main guideline in defining educational sector goals in the new national development strategy. International organization.

12/01/2017 - Present

Senior Expert of the European Expert Network on Economics of Education (EENEE)

Centre for European Policy Studies (CEPS), 1 Place du Congrès, 1000 Brussels, Belgium, <http://www.eenee.de/eeneeHome.html> (honorary network work).

- Preparing analytical reports and policy briefs in the field of economics of education on subjects decided by the European Commission.

Business or sector Education Policy. The EENEE is a network of leading European experts on economics of education, sponsored by the European Commission, Directorate General Education and Culture, and coordinated by the CEPS. The network advises and supports the European Commission in the analysis of economic aspects of educational policies and reforms in Europe. European network.

18/09/2015 - Present

Member of the National Committee for Enhancing the Social Dimension of Higher Education

Ministry of Science and Education of the Republic of Croatia, Donje Svetice 38, 10000 Zagreb, Croatia (honorary committee work, 4 hours per week).

- Providing strategic orientation and advice to key officials in the Ministry on the development of social dimension in Croatian higher education.
- Creating, monitoring and evaluating the national action plan for the enhancement of the study conditions of vulnerable groups in higher education.
- Recommending a new national system of student financial support that will foster the social dimension in higher education.

Business or sector Higher Education Policy. The National Committee is a central strategic and advisory body for the development of the social dimension of higher education in accordance with the Bologna Process and Strategy of Science, Education and Technology of the Republic of Croatia. It collects and analyses data, proposes public policies and evaluates their impact. Government body.

06/06/2014 – 06/06/2019

Member of the National Council for Human Resources Development (NCHRD)

Ministry of Science and Education of the Republic of Croatia, Donje Svetice 38, 10000 Zagreb, Croatia, www.kvalifikacije.hr/national-council (honorary committee work, 4 hours per week).

- Providing strategic orientation and advice to the public institutions and bodies responsible for the development of the Croatian Qualifications Framework (CROQF).
- Monitoring and validating the impact of the CROQF and respective qualifications; providing recommendations and advising on how to better match educational offerings with labor market needs.
- Providing recommendations to the Minister of Education and Science on planning and developing human potential, admission policy, admission quota to public schools, universities and colleges, and financing of qualifications from public sources.

Business or sector Education Policy. The NCHRD is a central strategic and advisory body for the development of the CROQF in the Republic of Croatia. It assesses, validates, and coordinates public policies, such as educational policy, employment policy, lifelong professional guidance policy and regional policy, bearing in mind their influence on the human potential development and achievement of Croatia's strategic goals and competitiveness. Government body.

07/11/2013 - Present

Member of the Governing Board

National Center for External Evaluation of Education, Damira Tomljanovića-Gavrana 11, 10020 Zagreb, Croatia, www.ncvvo.hr (honorary committee work, 2 hours per week).

- Responsible for the institutional governance and strategic leadership, in accordance with legal regulations and strategic documents.

Business or sector Education Policy. Public institution responsible for the external evaluation of all Croatian primary and secondary schools, institutions of professional education and training, and for the implementation of national standardized tests, including the statewide Matura exam.

13/04/2010 – 16/07/2018

Member of the Accreditation Council

Agency for Science and Higher Education, Donje Svetice 38, 10000 Zagreb, Croatia, www.azvo.hr (honorary committee work, 4 hours per week).

- Evaluating results and reports related to the accreditation of higher education institutions and its study programs, accreditation of research institutes, audit, and thematic evaluations in higher education.
- Contributing on the basis of the European Standards and Guidelines (ESG) for quality assurance to the final recommendations to the Minister of Education and Science on whether to grant a license to the evaluated unit.

Business or sector Higher Education Policy. The Accreditation Council is a key expert and advisory body of the Agency for Science and Higher Education, which is responsible for external quality assurance in higher education and science in Croatia. It provides advising and recommendations to the Minister of Education and Science on granting an operating license to higher education and scientific institutions. Public institution.

01/04/1999 – 17/11/2005

Director and Founder

Student Information Center (SIC), Petrova 119, 10000 Zagreb, Croatia (6 years and 2 months full time). Predecessor of the Institute for the Development of Education (IDE, see above).

- Responsible for strategic development, yearly operational plans, budget management, and human resource management of a staff of 10. On a yearly basis, the SIC answered more than 12,000 inquiries, advised more than 2,000 walk-in visitors, its web sites had more than 1.5 million visits.
- Managed more than 50 national and international projects on higher education development. Experience in management of large USAID and EU funded projects through TEMPUS and Lifelong Learning Program.
- Negotiated the introduction of international educational programs to Croatia with the following institutions:
 - Junior Faculty Development Program of the U.S. State Department and American Councils for International Education (2005), Network Scholarship Programs of the Open Society Institute (2000), Central European University Scholarship Programs (2000). More than 460 citizens benefited from the above scholarships programs.
 - Membership in the Education USA network, through which Croatia joined more than 400 U.S. Educational Information Centers worldwide (1999).
 - Licenses for administering standardized educational tests (TOEFL, GMAT) in Croatia for English Testing Service and Pearson Vue (2005).
- Received the international 2001-2002 ETS Excellence Award by the NAFSA-Association of International Educators, an annual award presented to U.S. Educational Information Centers authorized by the U.S. Department of State for excellence and innovation in providing advising services and program implementation.

Business or sector Higher Education Administration. SIC was a non-profit organization providing information and advising for studying in Croatia and abroad. Non-government organization.

15/10/1998 – 31/03/1999

Coordinator of Higher Education Programs

Open Society Institute Croatia, Hebrangova 21, 10000 Zagreb, Croatia (5 months full time).

- Assisted in the development of funding programs for student projects in Croatia, developed and implemented calls for proposals for student projects, assisted in selection of projects, supervised the implementation of approved projects.
- Coordinated the development of information and advising resources on studying abroad for Croatian academic community (online resources and databases, library, walk-in information center).

Business or sector Education Administration, Foundation.

EDUCATION AND TRAINING

23/02/2016 – 25/02/2016

Professional seminar “Institutional Research and Institutional Effectiveness”

University of Rijeka, Trg Braće Mažuranića 10, 51000 Rijeka, Croatia

- Professional development seminar for senior managers in higher education and researchers. The seminar was organized by the Higher Education Initiative for Southeastern Europe (HEISEE), which is an international higher education platform founded by the Institute of Higher Education at the University of Georgia (USA) and conducted in collaboration with the University of Rijeka.

10/02/2015 – 13/02/2015

Professional seminar “Institutional Governance and Strategic Management”

University of Rijeka, Trg Braće Mažuranića 10, 51000 Rijeka, Croatia

- Professional development seminar for senior managers in higher education and researchers. The seminar was organized by the HEISEE, which is an international higher education platform founded by the Institute of Higher Education at the University of Georgia (USA) and conducted in collaboration with the University of Rijeka.

06/11/2000 – 21/03/2007

Master of Science in International Relations

EQF level 8

University of Zagreb, Faculty of Political Science, Lepušićeva 6, 10000 Zagreb, Croatia

- Title of master thesis: Influence of Globalization on Higher Education.
- Subjects: International political relations, International economic relations, International organizations and new world order, European Union: Political and economic aspects, National and international security, International law, Theories of foreign policy, Modern political ideologies, History of diplomacy, Diplomatic communication, Croatian foreign policy, Croatia in international economic relations.
- A Croatian Master of Science (magistar znanosti, mr.sc.) is a second degree within a tertiary program and corresponds to ISCED level 7 and leads to ISCED level 8. It has a cumulative duration at the tertiary level of two years' full-time equivalent and is preceded by at least four years of full time equivalent of the first theoretically based program (bachelor's degree). It involves completion of a research project and thesis.

11/07/1991 – 14/10/1998

Bachelor of Science in Philosophy and Italian Language and Literature

EQF level 6

University of Zagreb, Faculty of Philosophy, Ivana Lučića 3, 10000 Zagreb, Croatia

- Subjects:
 - a) Introduction to philosophy, Introduction to social philosophy, Philosophy of politics, History of philosophy, Asian philosophy, Philosophy and anthropology, Logics, Aesthetics, Ethics, Theory of knowledge, Ontology, Social philosophy: Psyche and society.
 - b) Introduction to the study of the Italian language, Italian language exercises 1-4, Italian descriptive grammar, Historical grammar of Italian language, Contrastive analysis of Croatian and Italian language, History of Italian language, Contemporary Italian language.
 - c) Introduction to the study of the Italian literature, Italian literature of the 13th and 14th century, Dante Alighieri, Italian literature of 15-17th century, Italian literature of 18th and 19th century, Italian literature of the 20th century, Contemporary Italian literature.
 - d) Latin, General pedagogy, Sociology of education, Psychology of education, Didactics.
- Student of the International Summer Schools at the University of Heidelberg (1995) and the University of Freiburg (1997) in Germany. Scholarships awarded by the German Academic Exchange Service (DAAD).
- A Croatian Bachelor of Science in Philosophy and Italian Language and Literature is a first degree within a tertiary program and corresponds to ISCED level 6. It has a cumulative duration at the tertiary level of four years' full-time equivalent and is preceded by at least 12 years of previous schooling.

PERSONAL SKILLS

Mother tongue(s) Croatian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C1	C1	C1
German	B2	B2	B2	B2	B2
Italian	C1	C1	B2	B2	B2

University diploma for Bachelor of Science in Italian Language and Literature

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Excellent **external communication skills**: More than 18 years of efficient and effective cooperation with senior level interlocutors in the education sector and across related sectors, inside and outside Croatia (EU and USA); more than 18 years of representing the SIC and IDE in the media, cooperating with journalists, giving interviews, regularly appearing in informational TV shows explaining complex educational issues to the general public, writing press releases.
- Excellent **internal communication skills**: The successful development of SIC and IDE is in large parts due to my talent and discipline in assigning clear tasks and by providing regular and meaningful feedback to employees.
- Excellent **negotiation skills**: Experience in national and international negotiations with proven results (see under Work Experience, regarding work in IDE and SIC); experience in negotiating with educational institutions (schools, universities, colleges), public (ministries, agencies, embassies, cultural centers) and private (companies, foundations, universities) institutions, non-profit organizations (professional associations, NGOs, foundations).
- Excellent **public speaking skills** acquired through 5 years of training in university debates and by participating as a debater and adjudicator at numerous World University Debating Championships (1996-1999 in Cork/Ireland, Stellenbosch/South Africa, Athens/Greece, and Manila/The Philippines).

Organizational / managerial skills

- Excellent **learning and development skills**: Excellent capacity to develop a strategic approach, set objectives and targets. I founded the SIC in 1999 as a non-profit organization providing information and advising to citizens about studying in Croatia and abroad. Within 6 years, SIC introduced over 10 international scholarship programs to Croatia and advised more than 100,000 citizens on higher education opportunities.
Excellent results and increased demand allowed me to take the organization to a higher level in 2005 and merge SIC as a higher education administration organization into the newly founded IDE, established as a higher education policy organization. The IDE has grown into the **leading regional higher education policy think tank**. Under my direction the IDE participates in all major Croatian developments in higher education and provides expertise and development aid to other countries in the region.
- Besides this executive position I serve regularly as advisor and expert in government bodies and professional organizations working on the reform and development of higher education. I developed the **ability to prioritize** the most important tasks, work flexibly and **organize** my own and my team's workload efficiently to achieve our goals.
- Extensive **leadership skills** developed through managing a team of 20.

Job-related skills

- Successful in **providing advisory services at high level** which secure consistency in policy development and synergies between policies and programs.
- Excellent **analysis and problem solving skills** gained through working as a key policy expert or leading large EU funded projects (Erasmus+, Lifelong Learning Program, TEMPUS, Instrument for Pre-Accession Assistance, and European Social Fund) on comparative policy analysis, import or export of best practices in policy implementation and finding innovative solutions for complex higher education reforms.
- Successfully connecting the researcher's perspective with the decision maker's perspective, favoring research-based policy solutions.
- High **quality standards** and measurable **results**: My particular strength lies in the ability to transform knowledge and skills, experience and expertise, contacts with stakeholders and network access into concrete solutions and successful projects, programs, partnerships and organizational structures, which fit the needs of the particular environments.
- Through my work at the Accreditation Council I possess extensive knowledge and strong skills for the development of internal and external evaluations.

Computer skills

- Extensive professional experience with **Microsoft Office** (Word, Excel, PowerPoint, Outlook)
- Extensive professional experience **with Internet research and databases** acquired through analyzing educational survey data, performing educational research, writing scientific articles, and work as policy analyst.

Other skills

- **Resilient to pressure**: Leading an organization that advocates educational progress and change, I have become very effective at pushing through the resistance of traditional large public institutions. Being able to withstand pressure from different interest groups while remaining effective in reaching a set goal helps me in my work for various advising and governing boards of state agencies, and in leading multinational research and consulting projects.

 ADDITIONAL INFORMATION

Publications

- The World Bank Group. (2019). National Development Strategy Croatia 2030 Policy Note: Education and Skills. Zagreb: The World Bank Group. Šćukanec Schmidt, N. is the author of the chapters related to the strategic development of higher education.
- Šćukanec Schmidt, N. and Farnell, T. (2018). Policy Brief - A European Framework for Community Engagement in Higher Education: Why and How? Zagreb: Institute for the Development of Education.
- Benneworth, P., Čulum, B., Farnell, T., Kaiser, F., Seeber, M., Šćukanec, N., Vossensteyn, H. and Westerheijden, D. (2018). Mapping and Critical Synthesis of Current State-of-the-Art on Community Engagement in Higher Education. Zagreb: Institute for the Development of Education.
- Šćukanec, N. (2017). Feasibility Study for the Creation of a National Database for Assuring and Enhancing Quality in Higher Education. In Bilić, R. et al. (Eds.). The Role of Transparency in Enhancing Quality of Higher Education. Zagreb: Institute for the Development of Education.
- Bilić, R., Šćukanec, N., Sinković, M., Svalina, N., Škopelja, S. and Turk, M. (2017). The Role of Transparency in Enhancing Quality of Higher Education. Zagreb: Institute for the Development of Education.
- Šćukanec, N., Sinković, M., Bilić, R., Doolan, K. and Cvitan, M. (2016). Socijalni i ekonomski uvjeti studentskog života u Hrvatskoj: nacionalno izvješće istraživanja EUROSTUDENT V za Hrvatsku za 2014. [Social and Economic Conditions of Student Life in Croatia: National Report of the EUROSTUDENT V Survey for Croatia in 2014]. Zagreb: Ministry of Science, Education and Sports of the Republic of Croatia.
- Doolan, K., Farnell, T., Šćukanec, N. and File, J. (2016). Student Funding and the Social Dimension in Croatian Higher Education. In Jongbloed, B. and Vossensteyn, H. (Eds.). Access and Expansion Post-Massification: Opportunities and Barriers to Further Growth in Higher Education Participation. New York and London: Routledge/Taylor & Francis Group, p. 131-150.
- Klemenčić, M., Šćukanec, N. and Komljenović, J. (2015). Decision Support Issues in Central and Eastern Europe. In Webber, K. and Calderon, A. (Eds.). Institutional Research and Planning in Higher Education: Global Contexts and Themes. New York and London: Routledge/Taylor & Francis Group, p. 71-85.
- Šćukanec, N. (2015). Guidelines for Fostering Equity and Social Inclusion at Higher Education Institutions (Guidelines for Higher Education Institutions in Croatia). Zagreb: Institute for the Development of Education.
- Šćukanec, N. (2015). Reports on Equity and Social Inclusion at the University of Rijeka, University of Zadar, and University of Applied Science 'Marko Marulić' in Knin (E-Quality Project Findings and Recommendations). Zagreb: Institute for the Development of Education.
- Šćukanec, N. (2015). How to Enhance Equity and Social Inclusion at Institutions of Higher Education? (Main E-Quality Project Findings and Recommendations). Zagreb: Institute for the Development of Education.
- Šćukanec, N., Doolan, K., Thomas, L., Košutić, I. and Barada, V. (2015). Enhancing Quality in Higher Education by Fostering Equity and Social Inclusion (Overview of E-Quality Project Results). Zagreb: Institute for the Development of Education.
- File, J., Farnell, T., Doolan, K., Lesjak, D. and Šćukanec, N. (2013). Higher Education Funding and the Social Dimension in Croatia: Analysis and Policy Guidelines. Zagreb: Institute for the Development of Education.
- Marcucci, P., Maurer, R., Windel, J., Šćukanec, N., Farnell, T. & Cvitan, M. (2013). Feasibility Study and Preparation of the Pilot Project for Higher Education and Professional Education Finance in Southeast Europe WBIF Countries: Country Report and Demand Survey Analysis for Croatia. Bonn: AFC Consultants International GmbH.
- Šćukanec, N. (2013). Overview of Higher Education and Research Systems in the Western Balkans: Country Report - Croatia. Available from http://www.herdata.org/public/HE_and_Research_in_Croatia_FINAL.pdf
- Schmidt, P. and Šćukanec, N. (2012). The International Education Market in Croatia. Ottawa: Government of Canada, The Canadian Trade Commissioner Service.
- Šćukanec, N. (2010). The Creation of a Common European Union Higher Education Policy. *Sociologija i prostor*, 186 (1): 99-112.
- Šćukanec, N. (Ed.). (2008). Enhancing Academic Mobility in Croatia: Croatia's Entry into Erasmus. Zagreb: Institute for the Development of Croatia.
- Šćukanec, N. (2007). Influence of Globalization on Higher Education. Zagreb: University of Zagreb, Faculty of Political Science. Master thesis.

Projects

- 2019 - 2022: Policy expert in the project "LABIRINT: Development and Creation of Occupation Standards, Qualification Standards and Study Programs in Geodesy and Geoinformatics", a project

- to enhance quality of the study programs in geodesy and geoinformatics in accordance with the Croatian Qualifications Framework, funded by the EU through the European Social Fund.
- 2019 - 2021: Policy expert in the project “SIDERAL: Social and International Dimension of Education and Recognition of Acquired Learning”, a project to support the implementation of the Croatian National Plan for Advancement of the Social Dimension in Higher Education, to contribute to further developments of recognition of prior learning in higher education and to support the work of the BFUG Advisory Group on Social Dimension, funded by the EU through the Erasmus+ Program (KA3, Support to the Implementation of EHEA Reforms).
 - 2018 - 2020: Policy expert in the project “TEFCE: Towards a European Framework for Community Engagement of Higher Education”, a project to develop innovative and feasible policy tools at the university and European level for supporting, monitoring and assessing the community engagement of universities, funded by the EU through the Erasmus+ Program (KA3, Forward Looking Cooperation Projects).
 - 2015 - 2016: Policy expert in the project “Enhancement of the Evaluation Procedures of the Study Programs at the University of Rijeka”, a project to enhance quality of the study programs in accordance with the Croatian Qualifications Framework, funded by the EU through the European Social Fund.
 - 2014 - 2017: Policy expert in the project “QualityWatch: Active Role of Civil Society Organizations in Monitoring and Promoting Quality in Croatian Higher Education”, a project to enhance transparency of quality assurance policies in higher education, funded by the EU through the IPA Fund.
 - 2014 - 2015: Policy expert in the international project “Internationalization, Equity and Institutional Management for a Quality Higher Education”, a project to enhance social dimension and internationalization in Romanian higher education, funded by the EU through the European Social Fund.
 - 2013 - 2015: Key policy expert in the project “Linking Quality and Social Inclusion in Higher Education in Croatia”, a project to develop socially inclusive quality assurance procedures at Croatian higher education institutions, funded by the EU through the European Social Fund.
 - 2012 - 2015: Policy expert in the international project “Peer Learning Initiative for the Social Dimension”, a project to provide policy-makers and practitioners with resources to develop effective measures for ensuring the social dimension of the European Higher Education Area, funded by the EU Lifelong Learning Program (Erasmus multilateral projects).
 - 2012 - 2013: Policy expert in the international project “University Recognition of Prior Learning Centers - Bridging Higher Education with Vocational Education and Training”, a project on recognition of non-formal and informal learning, funded by the EU Lifelong Learning Program (Leonardo da Vinci projects).
 - 2010 - 2013: Project leader and policy expert in the international project “Towards Equitable and Transparent Access to Higher Education in Croatia”, a project on financing higher education, funded by the EU TEMPUS program.
 - 2007 - 2008: Project leader and policy expert in the international project “Enhancing Mobility of the Croatian Academic Community”, a project on creating a platform for Croatia’s entry into the Erasmus program, funded by the EU TEMPUS program.
 - 2005 - 2006: Project leader in the international project “Platform for Career Advice Centers in Croatia”, a project instructing university administrators on best practices on how to establish university career centers, funded by the EU TEMPUS program.