

SEMINAR: „EU Experiences in Development of University Strategies“

Date:	May 28-29, 2009
Location:	University of Zenica Library, Campus, Fakultetska 3, 72000 Zenica
Project:	Tempus “From Quality Assurance to Strategy Development” JEP_41078_2006



Tempus

© 2006 Tempus. All rights reserved. This project has been funded with support from the European Commission. The publisher is not responsible for any errors or for any consequences arising from the use of the information contained in this document. The views and opinions expressed do not necessarily reflect those of the European Commission. Project



INTRODUCTION

In accordance with the Berlin Communiqué (2003), **quality of higher education** has proven to be at the heart of establishing a European Higher Education Area. Ministers have committed themselves to supporting further development of quality assurance (QA) at the institutional, national and European level. They have stressed the need to develop mutually shared criteria and methodologies on quality assurance. Furthermore, they have stressed that, consistent with the principle of institutional autonomy, the primary responsibility for quality assurance in higher education lies with each institution itself and this provides the basis for real accountability of the academic system within the national quality framework.

Since 2003, when Bosnia and Herzegovina (BiH) formally joined the Bologna Process, all public universities have been striving to implement a range of fundamental structural reforms in line with European standards. Unfortunately, the report from Ministerial Conference in Bergen (2005) portrayed the general status of higher education in BiH as substandard and in need of vast improvements.

WUS AUSTRIA PROJECTS AND INITIATIVES

In order to improve the quality of student experience and education, BiH Universities must apply systematic quality assurance and control processes. In that regard, in the last three years, WUS Austria, in cooperation with other organizations focused on higher education development in BiH (SUS BiH, Council of Europe), has been actively supporting QA development at BiH universities through a number of projects:

- Tempus project „Strengthening Quality Assurance at BiH Universities“ (JEP 19074 2004)
- ADC/ Liechtenstein government project “Structural Development of Quality Assurance in Higher Education” (8099-00/2006)
- Tempus project “From Quality Assurance to Strategy Development” (JEP-41078-2006)

One of the most significant progresses achieved since the Bergen Conference (2005) was the establishment of QA centers at each BiH University, which was a direct outcome of above listed projects. Apart from institution building, all projects aimed at capacity building by training university QA coordinators and enabling them to implement QA processes at their institutions. This action has been formally recognized by the BiH Bologna Follow Up Group and promoted in the BiH Stocktaking Report and at the Ministerial Conference in London (May 2007).

With the commencement of first Tempus project, all BiH universities were at the same starting point in terms of established QA systems and procedures, i.e. at the very beginning. All BiH universities first opened their QA offices and employed QA coordinators as part of foreseen project activities. In the beginning the focus was strongly pegged to project management and implementation of activities. However, over time, university institutions began to regard the offered projects as instruments for achieving wider university objectives. Gradually at some universities, *project management* shifted to *process management* as QA offices and management structures started to proactively design their QA policies and processes. After more than three years of active and direct support to QA development, BiH universities today display heterogeneous levels of development, needs and priorities. WUS Austria therefore recognizes the **need to shift its focus from “one for-all” to specific QA measures** aligned with particular university needs and priorities.

In the same period, the external circumstances also changed. BiH received its new Framework Law on Higher Education, where institutionalization of QA is foreseen with the set up of the state Agency for Development of Higher Education and Quality Assurance (QA Agency).

Therefore in the upcoming period, **capacity building and strengthening of QA Agency** is one of the priorities both in BiH higher education and the new WUS Austria project *Strategic and Structural Development of Quality Assurance in Bosnian-*

Herzegovinian Higher Education in 2008-2020, financed by the Austrian Development Cooperation and Liechtenstein Government.

The main aim of the project is to support further development of quality assurance in Bosnian and Herzegovinian higher education. The project represents a follow up action to previously established QA structures at BiH universities and strengthening of BiH QA Agency.

At the last meeting of the Ministers of Education which took place on April 28-29, 2009 in Leuven and Louvain-la-Neuve, the need for a continuing focus on educational quality as well as the necessity of a flexible response to social changes have been emphasized again.¹

SEMINAR: „EU EXPERIENCES IN DEVELOPEMENT OF UNIVERSITY STRATEGIES“

The organization of this seminar is foreseen through the Tempus project *From Quality Assurance to Strategy Development*, implemented by WUS Austria in cooperation with the University of Graz (contractor), University of Girona and all 8 universities in BiH..

The overall aim of the project is to contribute to a coherent and far-reaching reform of higher education in BiH in accordance with the Bologna Process and in accordance with the society and market needs. In order for this objective to be achieved, universities in BiH need to develop modern, student-oriented strategies, which will pave the path towards the university's long-term goals. Owing to the fact that “one-for-all” model does not exist, each BiH University first needs to conduct a thorough analysis, i.e. assessment of its environment, operations, structure, and results so as to be able to customize and develop a proactive strategy in line with its needs and priorities.

¹ Communiqué from the Conference of European Ministers in charge of higher education, Leuven i Louvain-la-Neuve, April 28-29, 2009. - *The Bologna Process 2020 - The European Higher Education Area in the new decade*



The main purpose of the seminar is to provide the university Strategy Development Teams with an opportunity to learn about EU partners' experiences in strategic planning of university development. As foreseen in the project, the seminar participants are three members of the Strategy Development Teams from each BiH university.

For the purpose of a more effective coordination of quality assurance development in BiH higher education, WUS Austria will offer seminar participation to representatives of the Ministry of Civil Affairs, the Agency for Development of Higher Education and Quality Assurance, SUS BiH and the Council of Europe.

AGENDA

TEMPUS SEMINAR „EU EXPERIENCES IN DEVELOPMENT OF UNIVERSITY STRATEGIES“

May 28, 2009

MODERATORS: MSc Almir Kovačević, Executive director of WUS Austria, MSc Dino Mujkić, Regional manager of WUS Austria for BiH

Time	Activity and topic description	Presenters and/or additional notes
09:00 – 09:30	Registration of participants	Location: Library of Zenica University, Fakultetska 3 All seminar participants
09:30 – 10:00	Opening addresses	Prof. Dr. Sabahudin Ekinović, Rector of University of Zenica MSc Almir Kovačević, Executive director of WUS Austria
10:00 – 10:15	Presentation topic: Tempus project and activities, description of project activity-development of university strategies	MSc Dino Mujkić, WUS Austria Regional manager
10:15 – 12:00	Presentation topic: Experiences of BiH Universities – overview of achieved outcomes and realized activities	Representatives of 8 public universities in BiH (cca. 10 minutes each)
12:00 – 12:30	Coffee Break	
12:30 – 13:00	Awarding ceremony for internal evaluators of quality at University of Zenica	Organizer: University of Zenica
13:00 – 14:00	Lunch Break	
14:00 – 15:30	Presentation topic: QA Strategy at the University of Graz - how change management affects university segments	Mag. Andrea Bernhard, University of Graz
15:30 – 16:15	Presentation topic: Experiences of University of Zenica in external evaluations conducted by Slovenian State Agency for Development of Higher Education and European University Association – Assumptions for strategic planning of university development	Prof. Dr. Darko Petković, Vice-rector at University of Zenica
16:15 – 17:00	Presentation topic: Strategic management – Development of a university Systematic approach to identifying and implementing changes	MSc Almir Kovačević, Executive director of WUS Austria MSc Dino Mujkić, WUS Austria Regional manager
17:00 – 17:30	Discussion, Q/A session	All seminar participants

May 29, 2009

MODERATORS: MSc Almir Kovačević, Executive director of WUS Austria, MSc Dino Mujkić, Regional manager of WUS Austria for BiH

09:30 – 12:00	WORKSHOP TOPIC 1: University Competitiveness - the Need for Strategy Development (09:30 – 10:45) TOPIC 2: „From Quality Assurance to Strategy Development“ - short-term approach to strategic planning and future activities within Tempus project „From Quality Assurance to Strategy Development“	Mag. Roland Humer, WUS Austria Workshop – all participants
---------------	--	---