CONFERENCE:

„FROM QUALITY ASSURANCE TO STRATEGY DEVELOPMENT"

Date:	January 28, 2010
Location:	UNITIC Business Center, Amphitheater, Fra Andjela Zvizdovica 1, 71000 Sarajevo
Project:	Tempus "From Quality Assurance to Strategy Development" JEP_41078_2006

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 four 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)

- ADC/ Liechtenstein government project "Strategic and Structural Development of Quality Assurance in Bosnian-Herzegovinian Higher Education in 2008-2010" (8099-00/2008)

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 four years of active and direct support to QA development, BiH universities today display heterogeneous levels of development, 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 state Agency for Development of Higher Education and Quality Assurance (QA Agency). Since its establishment, the QA Agency has with time increasingly assumed a coordinating and leading role in the field of external quality assurance in BiH in higher education. Hence in planning and implementing all activities related to quality assurance, WUS Austria aims at securing close cooperation and synergy with the 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]

TEMPUS PROJECT "FROM QUALITY ASSURANCE TO STRATEGY DEVELOPMENT"

PROJECT DESCRIPTION

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 progressive strategy in line with its needs and priorities.

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[1] Communiqué from the Conference of European Ministers in charge of higher education, Leuven and Louvain-la-Neuve, April 28-29, 2009. – *The Bologna Process 2020 – The European Higher Education Area in the New Decade*

OUTCOMES AND ACTIVITIES

The following is a list of all outcomes and activities foreseen in the Tempus project "From Quality Assurance to Strategy Development":

Outcome 1:	*Capacity Building for Internal Quality Assurance*		
Activity	**Description**	**Date**	**Location**
Activity 1.1:	Seminar at University of Girona "EU Experiences in University Self-assessment"	12.-14.12.2007	University of Girona
Activity 1.2:	Training "The Role of Students in Internal QA processes"	11.03.2008	ACIPS, Sarajevo
Activity 1.3:	Training "The Role of Administrative Staff in Internal QA Processes"	12.03.2008	ACIPS, Sarajevo
Activity 1.4:	Training "The Role of Teaching Staff in Internal QA Processes	13.03.2008	ACIPS, Sarajevo
Activity 1.5:	Training "The Role of Management in Internal QA Processes"	08. - 09.05.2008	Neum, BiH
Activity 1.6:	Procurement of software for internal QA systems at 8 public universities in BiH	06.2008 – 01.2010	8 public BiH universities
Activity 1.7:	Seminar "Measuring Performance of Universities: Understanding and Using Key Performance Indicators"	19.-20.01.2010	ACCESS, Sarajevo
Activity 1.8:	Workshop "Measuring Performance of Universities: Understanding and Using Key Performance Indicators"	27.01.2010	UNITIC, Sarajevo

Outcome 2:	*Internal Quality Assurance at BH Universities*		
Activity	**Description**	**Date**	**Location**
Activity 2.1:	Implementation of self-assessments at BiH universities and printing of Self-assessment Reports for each university	05.2008 – 01.2010	8 public BiH universities

Outcome 3:	*Development of University Strategies*		
Activity	**Description**	**Date**	**Location**
Activity 3.1:	Delegation of Strategy Development Teams	10.2008 -	8 public BiH universities
Activity 3.2:	Seminar "EU Experiences in Development of University Strategies"	28.-29.05.2009	University of Zenica
Activity 3.3:	Planning, developing and formulating university strategies and printing of	11.2008-	8 public BiH universities

Activity	Description	Date	Location
	Strategy Papers		
Activity 3.4:	Conference "From Quality Assurance to Strategy Development"	28.01.2010	UNITIC, Sarajevo
Outcome 4:	*Sustainability*		
Activity	**Description**	**Date**	**Location**
Activity 4.1:	Development and printing of Institutional Policies on QA	04.2009-01.2010	8 public BiH universities
Outcome 5:	*Dissemination*		
Activity	**Description**	**Date**	**Location**
Activity 5.1:	Developing and printing of Brochure for Trainees "Quality Culture"	01. - 05.2008	Austria, BiH

CONFERENCE: „FROM QUALITY ASSURANCE TO STRATEGY DEVELOPMENT"

Organization of the conference *From Quality Assurance to Strategy Development* is planned as the final activity within the two-and-a-half-year Tempus project "From Quality Assurance to Strategy Development".

The main aims of the Conference are:

- to exchange experiences with regard to internal QA methodologies and modern university management
- to present to the wider BiH and regional academic community all the project achievements and outcomes, and lessons learnt with a special focus on university strategies,
- networking between local and regional university management and administration structures and relevant institution/ organizations (e.g. QA Agencies)

The main target groups are university QA coordinators and management, as well as other stakeholders who could contribute to the strengthening of higher education in Bosnia and Herzegovina.

To achieve a coordinated approach to developing QA structures in BiH, cooperation and synergy among various stakeholders is crucial. The Conference audience has therefore been widened to include:

- Ministries of Education (state, entity and cantonal ministries)
- International and local institutions/ organizations supporting higher education (Tempus Office, Austrian Development Cooperation, SUS BiH, Council of Europe, etc.)
- And all other interested academic stakeholders

A G E N D A

CONFERENCE

FROM QUALITY ASSURANCE TO STRATEGY DEVELOPMENT

Thursday, January 28, 2010

Moderators: WUS Austria

10:00 – 10:30	Registration of participants	
10:30 – 11:00	Opening addresses	WUS Austria: mr. Almir Kovačević, Executive Director Nina Kovač, Project Manager
11:00 – 11:10	*Presentation*: Tempus Office Sarajevo	Suad Muhibić, Head of Tempus Office Sarajevo
11:10 – 11:20	*Presentation*: Ministry of Civil Affairs	Esma Hadžagić, Assistant to Minister, Education Sector
11:20 – 11:30	*External Quality Assurance at Higher Education Institutions: Development and Challenges*	dr. Nihad Fejzić, Director, Agency for Higher Education Development and Quality Assurance in BiH
11:30 – 11:40	*Presentation*: Austrian Development Cooperation	Amira Omanović, ADC BiH-Sarajevo Office
11:40 – 11:50	*Presentation*: SUS BiH	Haris Muhić, Director, SUS BiH
11:50 - 12:00	*Presentation*: Council of Europe Office in Sarajevo	Karen Roberts, Higher Education Project Coordinator, Council of Europe
12:00 – 12:15	Coffee Break	
12:15 – 12:30	*Presentation*: University of Banja Luka	dr. Simo Jokanović, Vice-rector, University of Banja Luka
12:30 – 12:45	*University of Bihać and Quality Assurance since the Beginning of the Project until Today*	Enes Dedić, QA Coordinator, University of Bihać

12:45 – 13:00	*Presentation*: University of East Sarajevo	Nenad Marković, QA Coordinator, University of East Sarajevo
13:00 – 13:15	*University "Džemal Bijedić" of Mostar – in the Future*	dr. Sead Pašić, Vice-rector, University "Džemal Bijedić"of Mostar Alim Abazović, QA Coordinator, University "Džemal Bijedić"of Mostar
13:15 – 14:15	Lunch Break	
14:15 – 14:30	*Quality Assurance as Strategic Development of the University of Mostar*	dr. Dražena Tomić, Vice-rector, University of Mostar dr. Snježana Rezić, QA Coordinator, University of Mostar
14:30 – 14:45	*Presentation*: University of Sarajevo	dr. Hazim Bašič, Vice-rector, University of Sarajevo
14:45 – 15:00	*Quality Assurance and Strategic Challenges at the University of Tuzla*	dr. Edin Delić, Vice-rector, University of Tuzla dr. Suad Kasapović, University of Tuzla
15:00 – 15:15	*Procedural Approach to Quality Control Development at the University of Zenica*	dr. Darko Petković, Vice-rector, University of Zenica
15:15 – 15:30	Coffee Break	
15:30 – 15:40	*Integrative Restructuring of Universities and Quality Assurance*	Stefan Dukiandjiev, Key Expert, GOPA
15:40 – 15:50	*Introduction to the new Tempus project "EU standards for accreditation of study programmes on BH universities" and future goals*	dr. Dejan Bokonjić, University of East Sarajevo
15:50 – 16:00	*Quality as a Precondition to Achieving Integrated University Strategy*	Irfan Hodžić, State University of Novi Pazar
16:00 – 16:30	Conference wrap up and conclusions	