

TEMPUS coordination meeting minutes

Modernisation and Reconstruction of University Management and Structure

Date: 01-September-2009 to 05-September-2009

Place: Gent, Belgium

Author: prof. dr. Mirsad Djonlagić/ Jasna Hivziefendic / Angel Manuel Rafael /

Meeting Chair: Dr. Christopher Moss/ prof. dr. Mirsad Djonlagić

Participants:

Name	Institution
1. Christopher Moss	University of Marburg
2. Lučka Lorber	University of Maribor
3. Mirsad Djonlagić	University of Tuzla
4. Angel Rafael Manuel	University of Marburg
5. Luc Francois	University of Gent
6. Frederik de Decker	University of Gent
7. Zdravko Lenać	University of Rijeka
8. Sead Pašić	University Dzemal Bijedic - Mostar
9. Simo Jokanović	University of Banja Luka
10. Vojo Višekruna	University of Mostar West
11. Atila Pausits	Danube University Krems
12. Afrim Alili	State University of Tetovo
13. Radmila Nedučin	University of Novi Sad
14. Aleksandar Jakir	University of Split
15. Snježana Lisičić	University of Split
16. Nusreta Djonlagić	University of Tuzla
17. Jasna Hivziefendic	University of Tuzla

Next meeting: Danube University of Krems, 22. 09. – 26.09. 2009.

1. Discussion summary

Workshop was divided on three topics sessions:

1. Management and responsibilities – first day
2. Changes in management – second day
3. Allocation models of finances – third day

Day one

Introduction

Prof. dr Luc Francois opened the workshop by welcoming all participants. Participants were also greeted by Dr. Christopher Moss and prof. dr. Mirsad Djonlagic. They highlighted the purpose of the workshop and the main topics to be discussed.

After that, all participants briefly introduced themselves, his/her position at home institutions and their expectation from this workshop.

Presentations

During the first day of the workshop professor Luc Francois gave presentation on “Governance structures in university management”. The presentation consisted of three parts:

- UGent: present and past
- Organizational structure of the UGent
- University and association management

Prof. Francois explained organizational structure of Ghent University, the organization of the staff involved in the university management, central administration and teaching process. He presented 8 management units that exist at the University of Gent as well as their role and tasks at the Ugent. Furthermore, he explained the position of the Rector, the Vice-rector, the Academic&Logistic manager as well as the main tasks of directors of the management units.

Prof. Francois also presented Gent University association, members and management structure.

After the presentation, the discussion focused on two topics:

- Central versus de-central university organization
- Professional management versus academic management

These two topics will also be discussed during the workshop in Tuzla that will take place in December 2009.

Second presentation was given by dr. Christopher Moss and prof. dr. Mirsad Djonlagic. The topic of this presentation was Questionnaire for evaluation report that should be conducted at all WBC universities included in the project. It was concluded that the number of questions should be decreased and that all questions should be related to the project topics.

Project contractor dr. Christopher Moss will, together with prof. Schaal, prepare a new version of the questionnaire.

Also, it was agreed that a site visit would be organized as follows:

1. University of Maribor: University of Tuzla and University of Banja Luka
2. University of Gent: University of Mostar West and University Dzemal Bijedic Mostar
3. University of Marburg: University of Split and University of Rijeka
4. Danube University of Krems: University of Novi Sad and State University of Tetovo

Visits of EU evaluators will be organized in the second project year – February 2010 – April 2010. Dates of these visits will be agreed upon at the coordination meeting in Tuzla in December 2009.

All WBC participants presented university management structure of their universities as well as main obstacles and weaknesses they are facing. They presented the current situation concerning the university structure. University of Tuzla and University of Banja Luka are integrated universities and other universities from Bosnia and Herzegovina as well as from the other WB countries are non-integrated universities, But, according to the new law on Higher education, they will have to change their university structures too. Therefore, it was emphasized that this project will give good ground to define the best solutions for new university and management structures.

The University of Banja Luka and Dzemal Bijedic gave their presentations on the first day.

Day two

The second day was dedicated to the topic “Changes in Management”. Dr. Attila Paustis gave presentation on Change management. He outlined the following topics:

- HEI as expert organization
- Why organizational change
- Types of changes
- Danube University Krems case
- Lessons learned

Also, he presented the topics that will be covered in the next workshop in Krems:

- Current development and changes in HE management
- Change management in HE – how to do?
- Decision making: shared governance as changed process

- Case: digital media as driving force

It was agreed that all WBC participants would prepare short presentations about the decision making process at their home universities to be presented and discussed during the training session in Krems.

According to the schedule of the workshop, representatives of WBC universities (University of Rijeka, University of Novi Sad, University of Tetovo, University of Mostar, University of Split and University of Tuzla) gave presentations on the weaknesses in their organisational and management structure.

Per diems

At the end of the second day participants were handed their per diems and signed forms required for the project administration (acknowledgement of per diem receipt and individual grant holder reports for travel and costs of stay).

Day three

Two presentations on Allocation models of finances were given:

1. University governance structures: Finances, presented by prof. dr. Frederik de Decker
2. System Of Financing Higher Education In Slovenia - State Level – Institutional Level –Faculty Level, presented by prof. Dr Lučka Lorber

Prof. Frederik de Decker presented a new funding mechanism for HEI in Flanders. He explained new financing model consisted of lump sum for education, variable for education, lump sum for research, and variable part for research. System of “learning credits” was very interesting to all participants. He then gave a concrete example of financing of the University of Gent.

Prof. dr Lucka Lorber explained in her presentation financing of the higher education in Slovenia at state level, financing of the University of Maribor and financing of the Faculty of Art. She also presented a legal base for financing of HEI in Slovenia. Public financing of study activities for a university or free-standing higher education institution is defined as total funds (lump sum).

The standard annual funds for a higher education institution (NLSZ) are determined taking into account the annual initial value (LIV), the total number of students (Š), and the number of graduates (D) multiplied by the weighting (Ud) and the factor for the study group f(s) to which the higher education institution belongs.

Furthermore, she presented a legal base at the University of Maribor:

- Statute of the University of Maribor (Official Gazette RS no. 39/2009),
- Decision making: Senate, Financial Board,
- Execution: Rector,
- Reporting: once a year.

Other

Equipment purchase

It is agreed that all WBC universities will purchase equipment in the amount of 5000 euro each. Tuzla University will make one common call for tender for equipment purchase for all B&H universities included in this project. The University of Rijeka will be responsible for purchase of equipment for the University of Split and Rijeka.

Satet University of Tetovo and University of Novi Sad will collect at least 3 offers and send them to project contractor. The equipment purchase should be concluded by end of January 2010.

Project co-financing

It was suggested that all WBC universities participate in the project cofinancing in such a way that one part of costs for mobility is paid by the project funds and another part by funds of WBC universities.