



University of Mostar

University management and structure

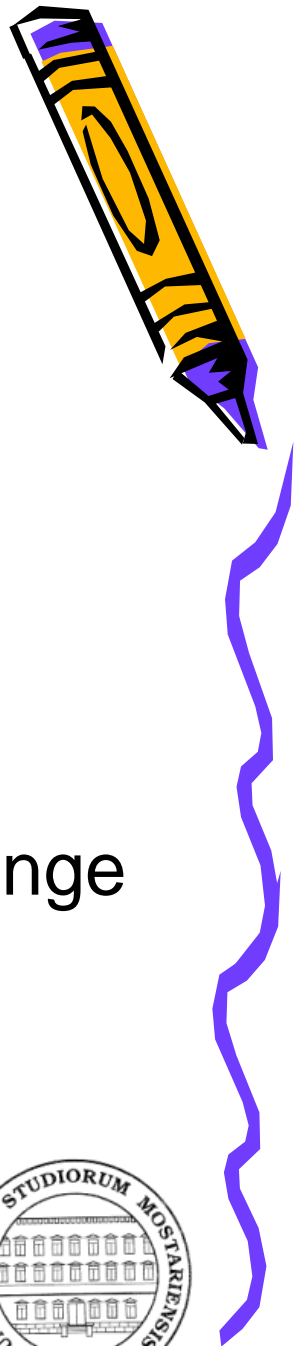


Prof. Dražena Tomić, Vice-Rector

TEMPUS MOREM, Maribor, 15-18.04.2009

Content:

- University of Mostar in brief
- University structure – present state
- University management – present state
- SWOT analysis of present state
- University management – capacity for change
- Further steps
- Conclusion



**More than 15000 students
at 9 faculties and one Academy of Fine Arts**

6 Institutes

965 teachers and associates

**From 2005/2006 the University
established three
Cycles according to Bologna**

**In 2006 the first generation was enrolled in doctoral studies
at the Faculty of Philosophy**

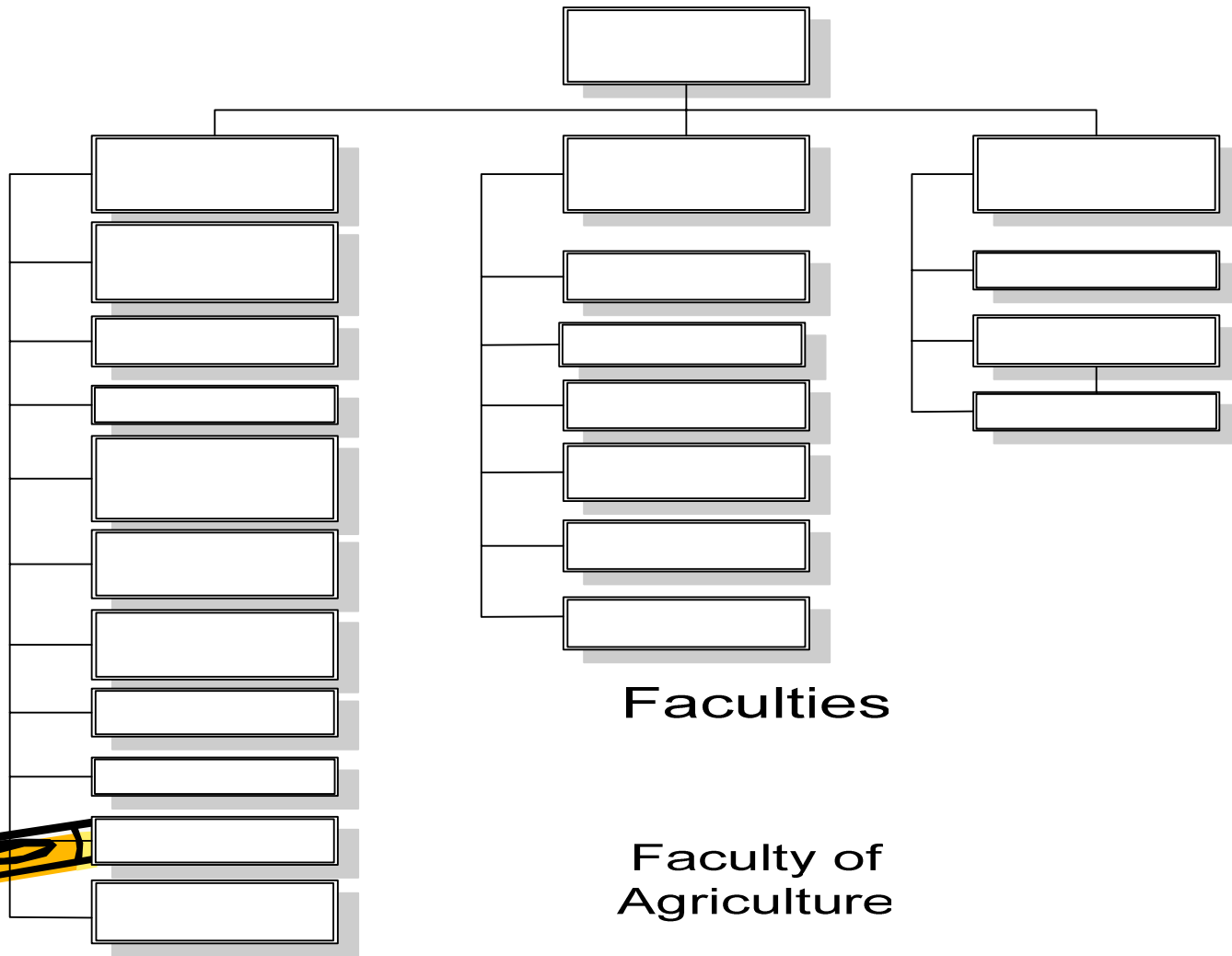
In 2008/2009 the first generation was enrolled in the second cycle



**THE UNIVERSITY
OF MOSTAR IN BRIEF**
A Concise Guide to the University



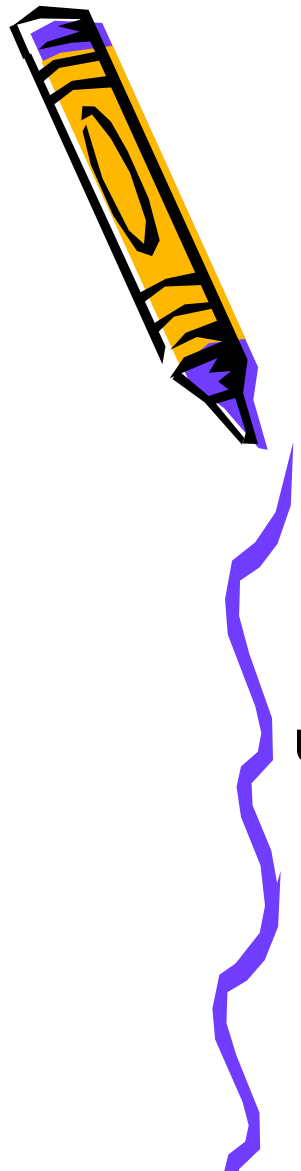
University structure – present state



Faculties

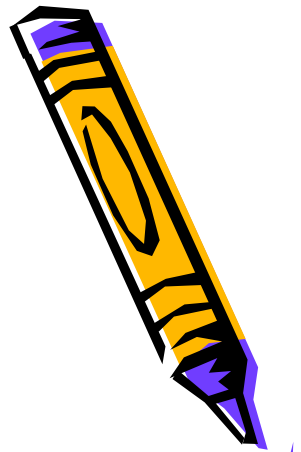
Faculty of
Agriculture

Faculty of
economics

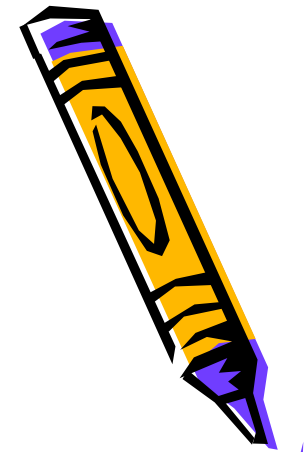
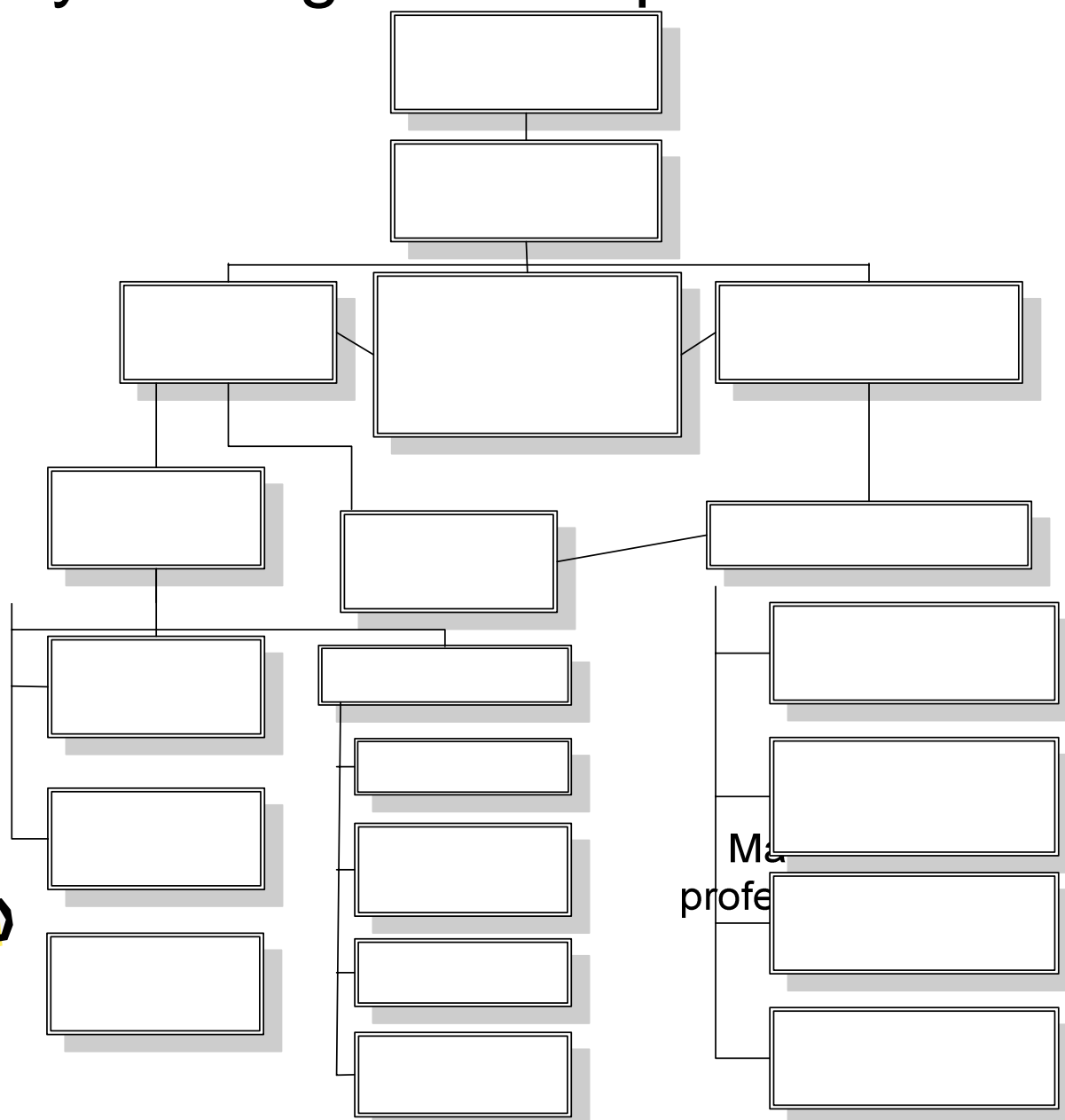


University structure – present state

- Faculties are still legal bodies
- Employment at faculty level
- Students' enrollment at faculty level
- Small number of services (offices) at university level
(Office for international cooperation, QA office)
- Commissions at university level:
 - For Bologna process
 - For normative activities
 - For interuniversity cooperation
 - For finance, investment and development



University management – present state



Univ

Gove

Universi
Re
ac
Le
Internat



University management – present state

Governing Council consists of 8 members, 4 of whom are representatives of cantonal authorities (the University founders) and 4 University representatives.

Responsibilities:

- providing funds,
- approving strategic investments
- supervising the work of scientific-research institutes,
- verifying election of deans and directors of institutes
- gives proposals to the Senate for the election of the University Rector.



University management – present state

The University is led by the Rector and his closest associates or three Vice-Rectors and Secretary General. In Rector's Office there is also a professional service which does administrative works.



University management – present state

SENATE - The highest academic body of the University.

- Composed of the faculty representatives (deans), Vice-Rectors, Rector and student representatives who are proposed by the Student Union (2 representatives).

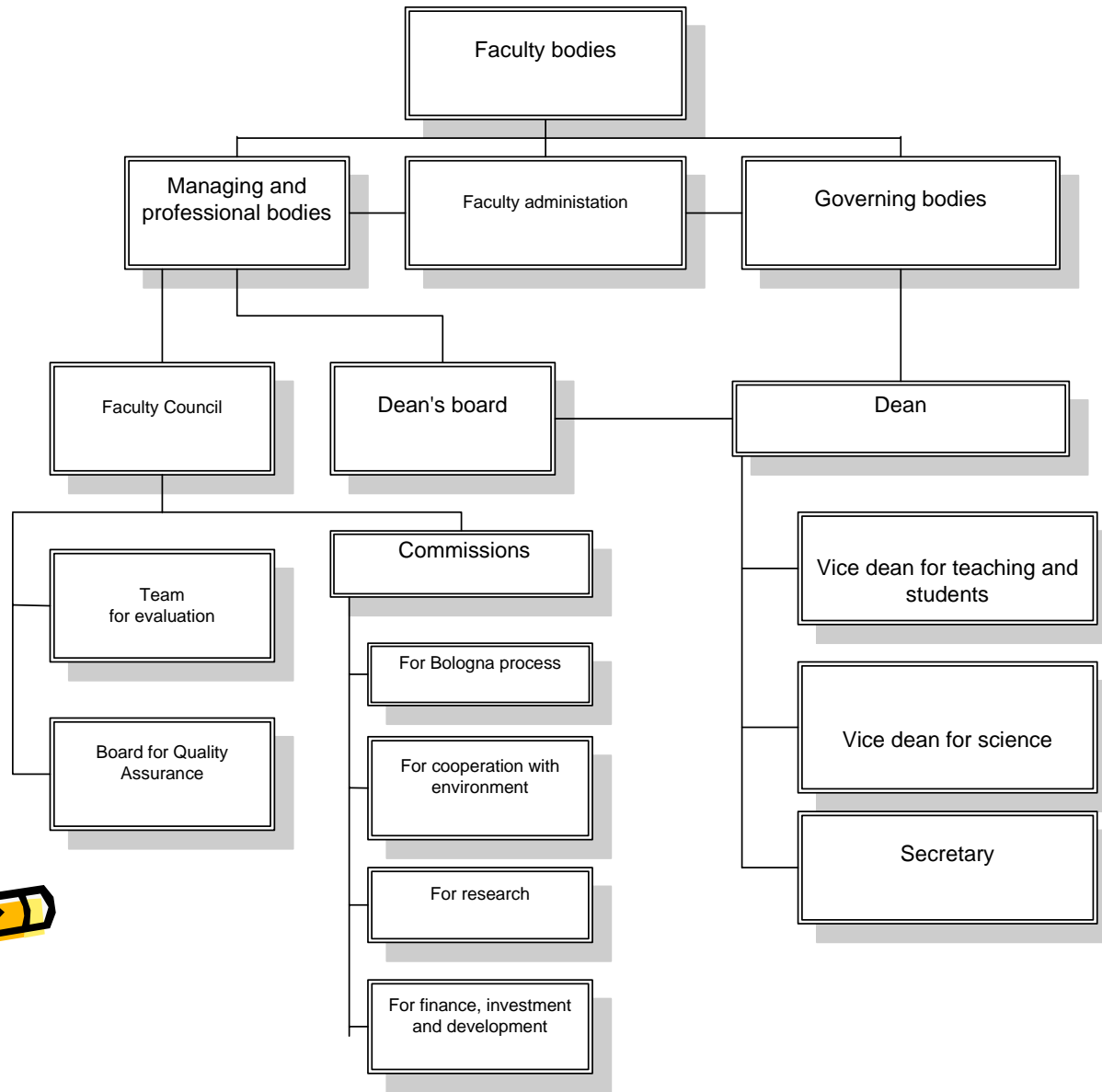
- Responsibilities:

- all issues related to teaching and scientific activities
- ensuring quality of scientific-research and teaching process.

- enables better coordination in governing at the University level, but also at the level of its members.



University management – present state



University management – present state



- The faculties are organized in order to fulfill their two basic functions - educational and research one. They are structured as combined matrix-functional organization. Institutes, offices, departments, laboratories and centers gather experts from similar areas in order to make scientific work more efficient and people more motivated. Work of faculties support professional services located at the faculties.
- The dean and Faculty Council run the Faculty. It is composed of all full time employed teachers, students' representatives and associates. The faculty management has complete freedom in accordance with its statute, in organizing and performing academic activities (teaching and research), election and promotion of academic and administrative staff, selection of students and development of entrepreneurial activities.



University management – present state

High level of decentralisation in:

1. independent collecting and control over funds from student fees, research projects, donations, etc. at the level of faculties
2. admission and election of teaching and administrative staff,
3. the activities related to curricula of studies in undergraduate, graduate and postgraduate teaching,
4. adopting the Faculty statutes and other acts about implementation of educational activities conducted by the Faculty Council

Some of these activities need the consent of the University Senate (ad 2, ad 3 and ad 4).



SWOT analysis of present state



STRENGTHS

- Clear University mission and vision
- Existing of strategic development plans and development vision
- Existing of the critical mass of teachers and associates ready for reform
- Strong commitment of management and readiness for restructuring of the University

WEAKNESSES

- Insufficiently and inadequately solved funding by the founders - cantons
- Lack of quality administrative staff for support in activities at university level
- Lack of integrated services at university level
- Weak follow-up of decisions implementation
- Dissatisfactory internal communication and coordination between different organizational levels, especially faculties and University

OPPORTUNITIES

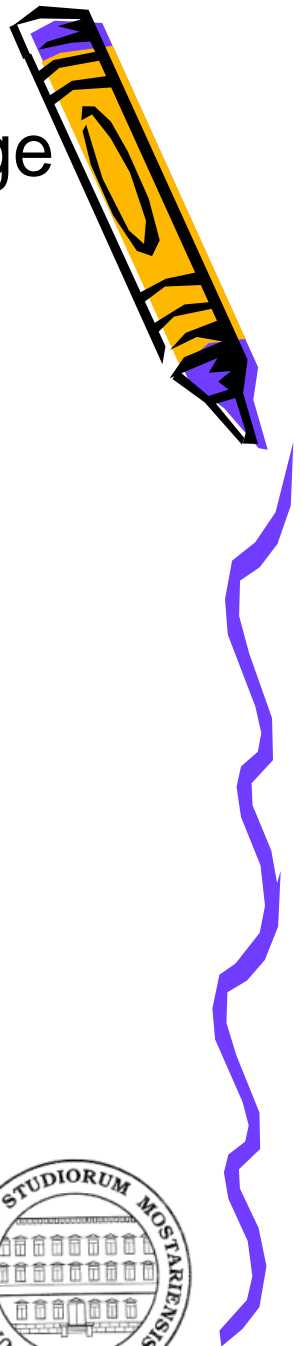
- Readiness of management for restructuring of the University
- Experiences from the different international projects (especially Tempus) related to modern university management
- Coming of young generations, informatically literate, with knowledge of foreign languages and with managerial skills

THREATS

- Nonexistence of state strategy of higher education development
- Unfinished legal regulative and bad implementation of the existing legislature
- Bad economic situation in the country and lack of material means necessary for changes
- Insufficient understanding of basic problems of higher education and University from those who make political decisions

University management – capacity for change

University functions in a legally
unnarranged and confused social
system, without enough
understanding of its own founders
(cantons), without their financial
support for the current and
strategic/investment activities.



University management – capacity for change



There are resistances to changes at two levels:

1. **Institutional level** - faculty management resistance to any kind of strengthening of the University central functions. Background of this resistance is the fear of excessive centralization, loss of a part of financial autonomy and increased level of allocating for funding the joint services of the University.
2. **Individual level** - the resistance of employees, to whom it is still not clear where the reform leads, is it really necessary, and how it will influence on their personal and professional life.



University management – capacity for change

The University management is trying to overcome these resistances by:

- Improving informing and communication between all interested parties, institutions (faculties, institutes) and individuals (professors, students, administration)
- Developing the feeling of belonging to the same goals which are advocated by the reform.
- Underlying that the goal of restructuring and adjustment of the University in accordance with Bologna process and movements in the European academic area does not advocate centralization and central governing with all the functions of the University than integration based on the common vision, mission, goals and infrastructure of the University (efficient information system, system for quality management, international relations office, center for lifelong learning, research center, development and transfer of technologies, center for supporting development of interdisciplinary studies, etc.)



Further steps – Action plan

- Accelerate development of joint infrastructure of the University
- Harmonization of normative acts of the University with a new legal regulative whose defining is still in the process.
- Work on improving coordination and information at all the levels of the University
- Work on finding control mechanisms for efficient monitoring of implementing decisions of the management at all levels.
- increasing own sources of funds through more intensive cooperation with economy, motivation for applying and participation in BH and international contents for scientific-research projects, through center for technologies transfer and center for lifelong learning.



Expectations – Tempus MOREM

- Gathering necessary information and to see into real life how modern EU universities are being structured and managed.
- Improving existing and developing and establishing new university services
- Getting additional impulse for university restructuring



Conclusion

University management has a really hard and responsible task of

- finding adequate combination of management methods and instruments which will decrease the resistance to changes, outside and inside the University,
- provide productive and efficient participation of all those who are a part of changes
- and improve process of adjustment and restructuring of the University in accordance with new circumstances in the academic and social area of Bosnia and Herzegovina and EU.



University of Mostar



THANK YOU FOR YOUR ATTENTION

