



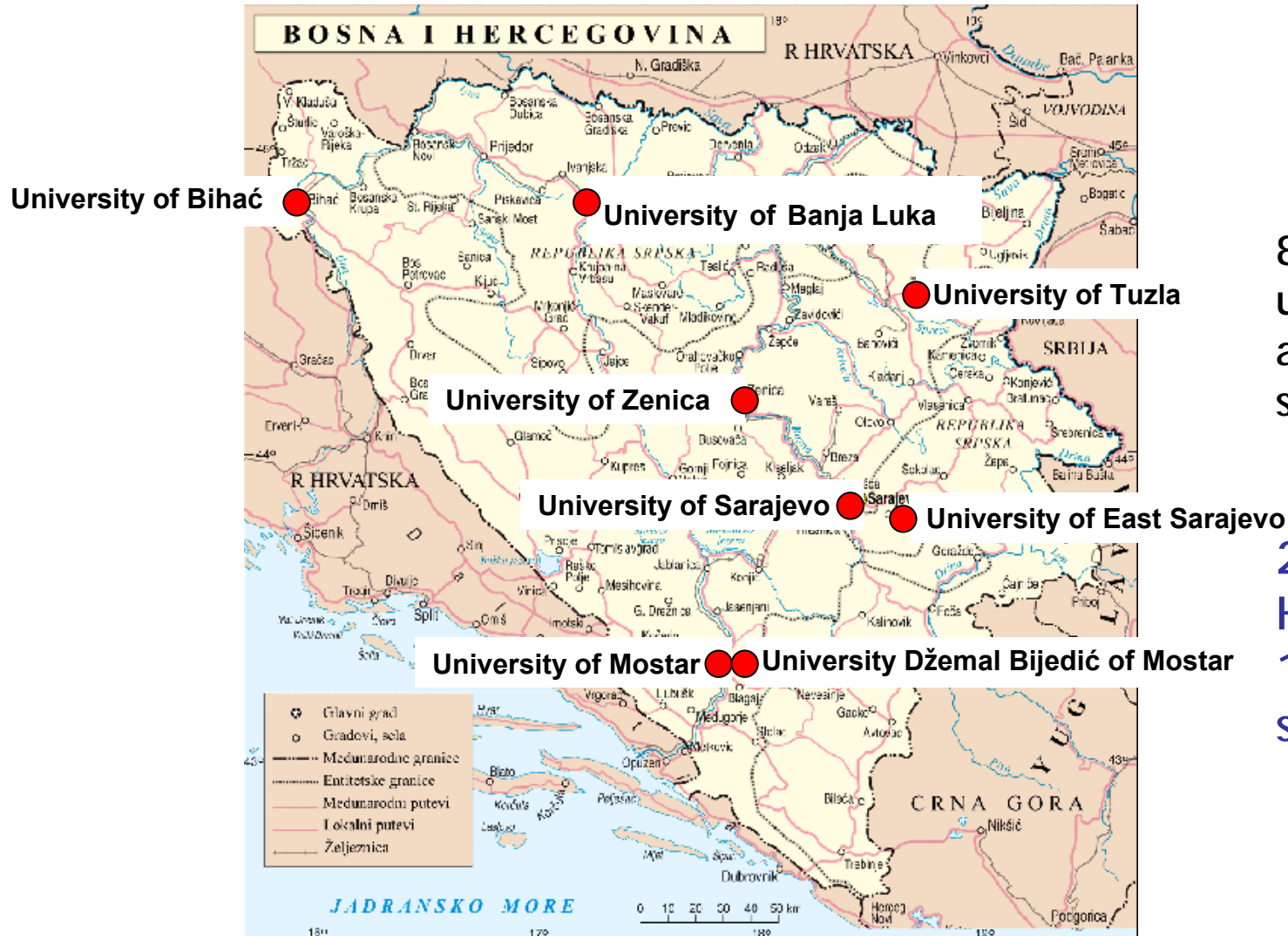
**HEA** Agency for Development of Higher  
Education and Quality Assurance

# QA TOOLS AND UNIVERSITY MANAGEMENT - Perspective of the HEA

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Modernization and Reconstruction of University Management and Structure, EU Tempus JP,  
Progress implementation workshop, University of Tuzla, 3 December 2009

# Public Universities in Bosnia and Herzegovina



8 public universities - app.120.000 students

22 private HEI - about 15.000 students

# The Agency

HEA is an independent public organization (governmental) with two main duties:

- to serve as an independent state institution in charge of the development of specific provisions and recommendations for higher education such as standards, norms, etc., and
- to provide quality assurance and be include in accreditation of higher education institutions in BH.

# Mission Statement

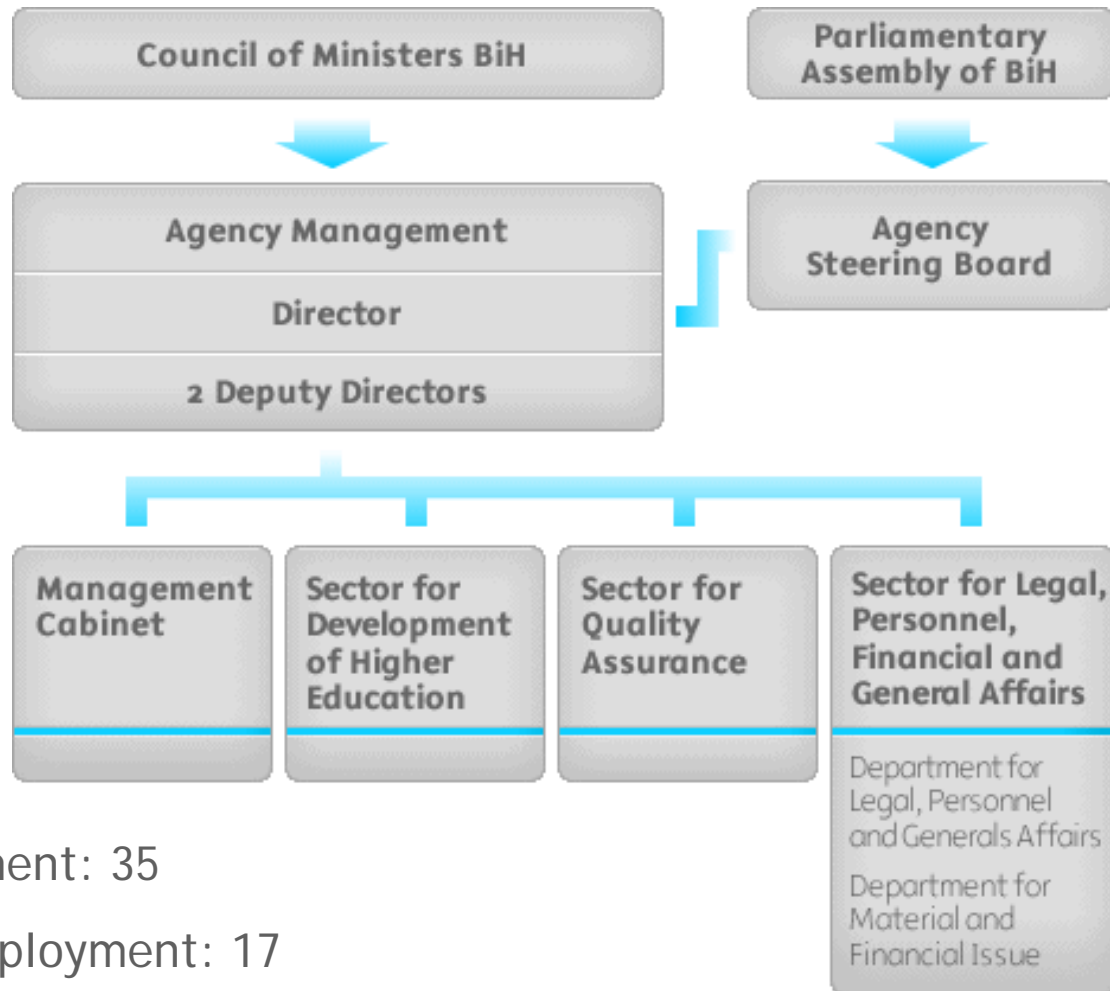
The Agency performs its work on the entire territory of BiH by adopting regulations and recommendations from the field of higher education particular in establishing of new and developing the existing higher education institutions, and leading the process of external quality assurance. In this matter, the Agency is acting in cooperation with the competent ministries on all levels, higher education institutions, whole academic community and students, and all that in accordance with the general principles of legality, objectivity, transparency and non-discrimination.

# Mission Statement

Appreciating the good practice and tradition of higher education in Bosnia and Herzegovina, the Agency became the key player in the quality culture creating, make clear standards and regulations for the higher education as a basic criteria for activities, which shall be undertaken by respective ministries and higher education institutions.

The Agency encourages all higher education institutions to build their own system of quality, based on these standards, the periodic self-evaluations as a basis for external evaluation, which shall be performed by an independent and impartial national and international experts, based on clear and transparent criteria.

# Organizational Structure



Total employment: 35

Temporary employment: 17

# General Plans

- 2009 - institutional and capacity building and preparation for external QA
- 2010 - accreditation of all HEIs (30) and preparation for accreditation of programs (about 500 in the first cycle and app.500 in 2nd and 3rd c.)
- 2011 - accreditation of programs, applying for ENQA membership and to be listed in ERQA



Development of quality culture  
and clear standards for better  
higher education in BiH.

## QA PROCESS in BH



# The Accreditation Preparation

- Selection criteria and list of experts (international public announcement)
- Regulations (rules) adopted by the HEA Steering Board
- Contacts with HEI and ministries
- Training the peers
- Training the ministries officers
- Training the universities' QA officers

2009

2010

## 4 group of experts (peers)

- Representatives of the academic community in BH
- Representatives of the economy and the practices
- Students
- International experts

# The Model of External QA

## INSTITUTIONAL ACCREDITATION

Evaluation on standards  
in chapter 1 ESG

Self-evaluation report

Peers: academics with strong  
experience in university management,  
students, international evaluators

Output: Report - recommendations  
on improvement based on SWOT  
elements

Report will be presented to the public

2010

[www.hea.gov.ba](http://www.hea.gov.ba)

## PROGRAM ACCREDITATION

Evaluation on Bologna principles (QF,  
mission of the program, learning  
outcomes, ECTS, etc...) as well as on  
academic values

Self-evaluation report

Peers: academics and labor market  
representatives, international  
academics (3 members)

Output: report with  
recommendations

2010

2011



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## QA and UM

# QA and UM

- Quality is one of essential part of the management
- The main QA document in EHEA is ESG:  
**Standards and Guidelines for Quality Assurance in European Higher Education Area** (Bergen, 2005)
- ESG Chapter 1 is about QA on HEI
- BH Standards and guidelines, which is in line with ESG

# ESG 1

1. Policy and procedures for QA
2. Approval, monitoring and periodic review of programs
3. Assessment of students
4. QA of teaching staff
5. Learning resources and student support
6. Information system
7. Public information

# Standard 1

A higher education institution should have a clearly defined quality assurance policy and procedures derived from its documented **vision, mission and strategy**.

Together with all relevant regulations, they should be published and made available to staff, students and all stakeholders. Vision, mission, strategy, quality assurance policy and procedures should have a **formal status** and be **available to public**.

Indicators:

- documented university strategy
- documented quality policy including the role of students
- a formally established body with specified responsibilities for internal quality assurance of the university

# Standard 2

**Procedures** for the design and approval of study programs should include clear and thorough provision for the presentation of evidence that the following issues have been satisfactorily addressed:

- the objectives of the program are clearly stated,
- documented evidence that the program is meeting its objectives,
- the effectiveness of procedures for correcting deficiencies and making improvements.



# Standard 3

**Procedures** for the assessment of students are clearly defined, transparent and impartially and consistently applied across the institution. Arrangements are in place for evaluating the effectiveness of assessment procedures, to ensure that they are in practice fair and consistent.

# Standard 4

The institution must ensure that teaching is performed by qualified and competent teaching **staff**. The institution should review the effectiveness of its human resources policy and procedures regularly. This will in particular relate to the procedures for selection, appointment, appraisal, development and promotion of staff involved at any level in the delivery or support of a program. A program for staff development, with appropriate resources allocated to it, should be a priority.

## Standard 5

The higher education institution should regularly review the efficient use of its premises, equipment and facilities, to ensure their adequacy and efficiency in relation to the programs of higher education and training provided.

## Standard 6

Institutions shall have in place mechanisms for collection, analysis and use of information relevant for an efficient management of study programs and other activities.

# Standard 7

The institution should regularly make public impartial and objective information on all programs and awards offered, both qualitative and quantitative.



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