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University of Mostar



# Project Report

*Tempus JP "Modernisation and Reconstruction of University Management and Structure" - MOREMS*

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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

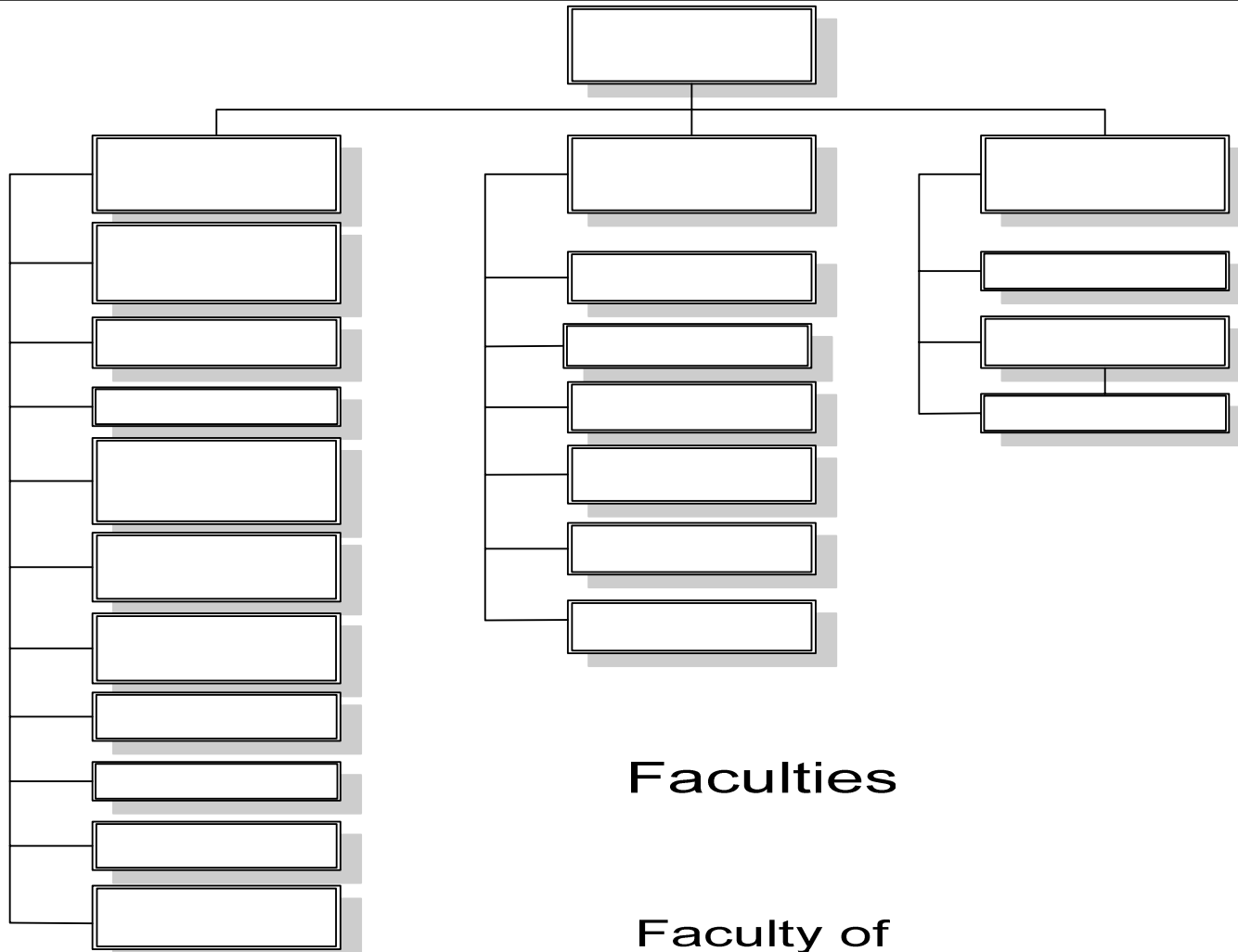
In 2008/2009 the first generation was enrolled in the second cycle



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



# University organisational structure – present state



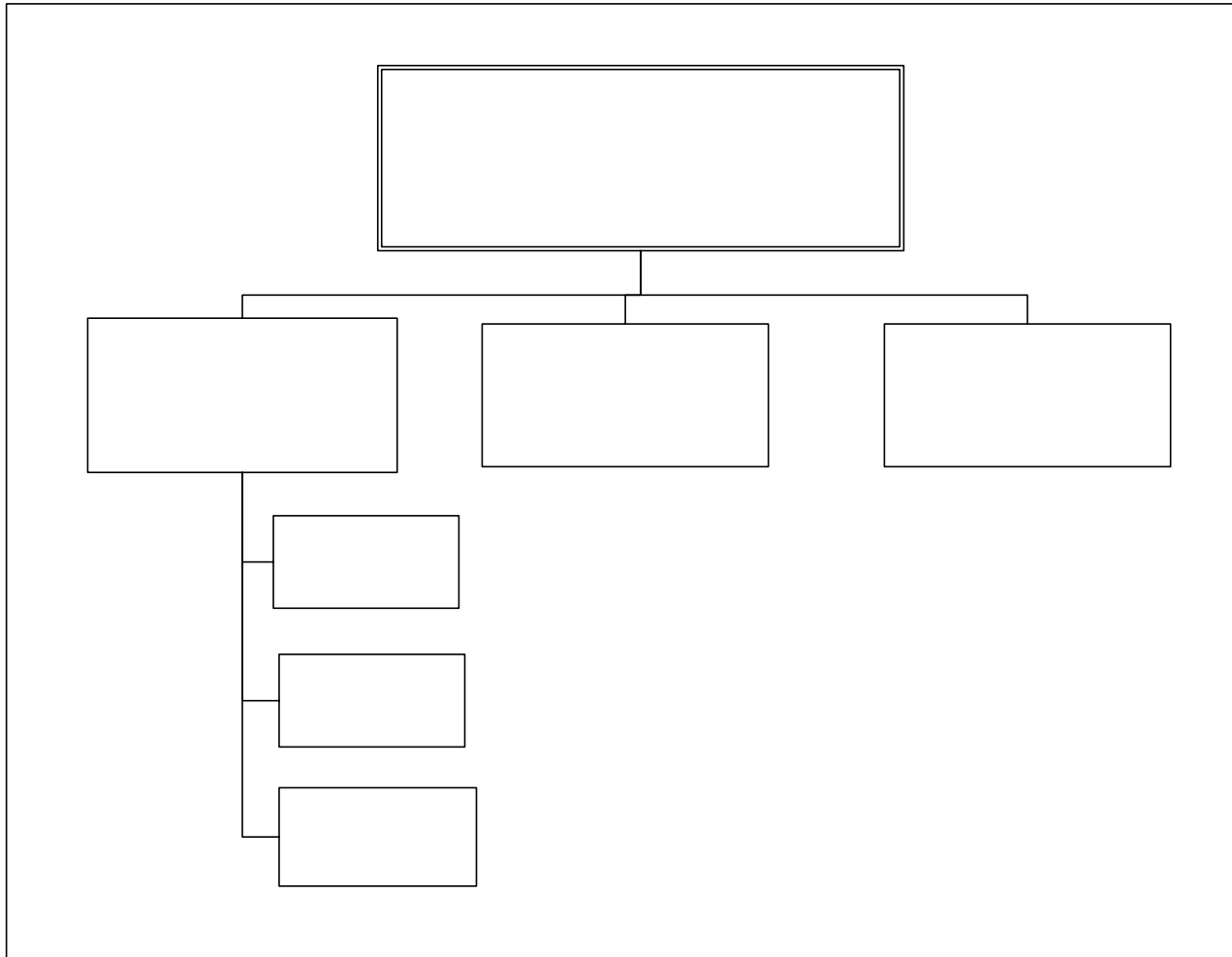
# University organisational structure – present state

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- 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 central offices – present state



University



# University funding – present state

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The University of Mostar is funded through:

- grants of the cantons (founders)
- student fees,
- research projects,
- donations

In the current structure of the University incomes around 39,6% of funds comes from cantonal budgets (grants), while 60,4% of funds is realized through student fees, scientific-research projects, donations and cooperation with economy from the region.



# University funding – present state

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- ❑ Funds from the budgets of the cantons-founders are paid to the University and distributed to faculties according to agreed principle of distribution which neither reflects the real needs nor it is based on parameters which guarantee directing the means according to the quality level. Some faculties do not even allow part-time study and study for one's own needs what brings them to unequal position in relation to the faculties which realize a significant part of incomes from students' payments.
- ❑ The University does not have a system of distributing funds among the faculties which should be based on quality of education, efficiency and priorities. No means from incomes realized by the faculties do not go to the University which covers common costs from the budget funds.
- ❑ In the University budget there are no funds which could be used for capital investments or realization of any kind of initiatives, simply because the existing funds are not enough even for the salaries of staff.





# University autonomy – present state

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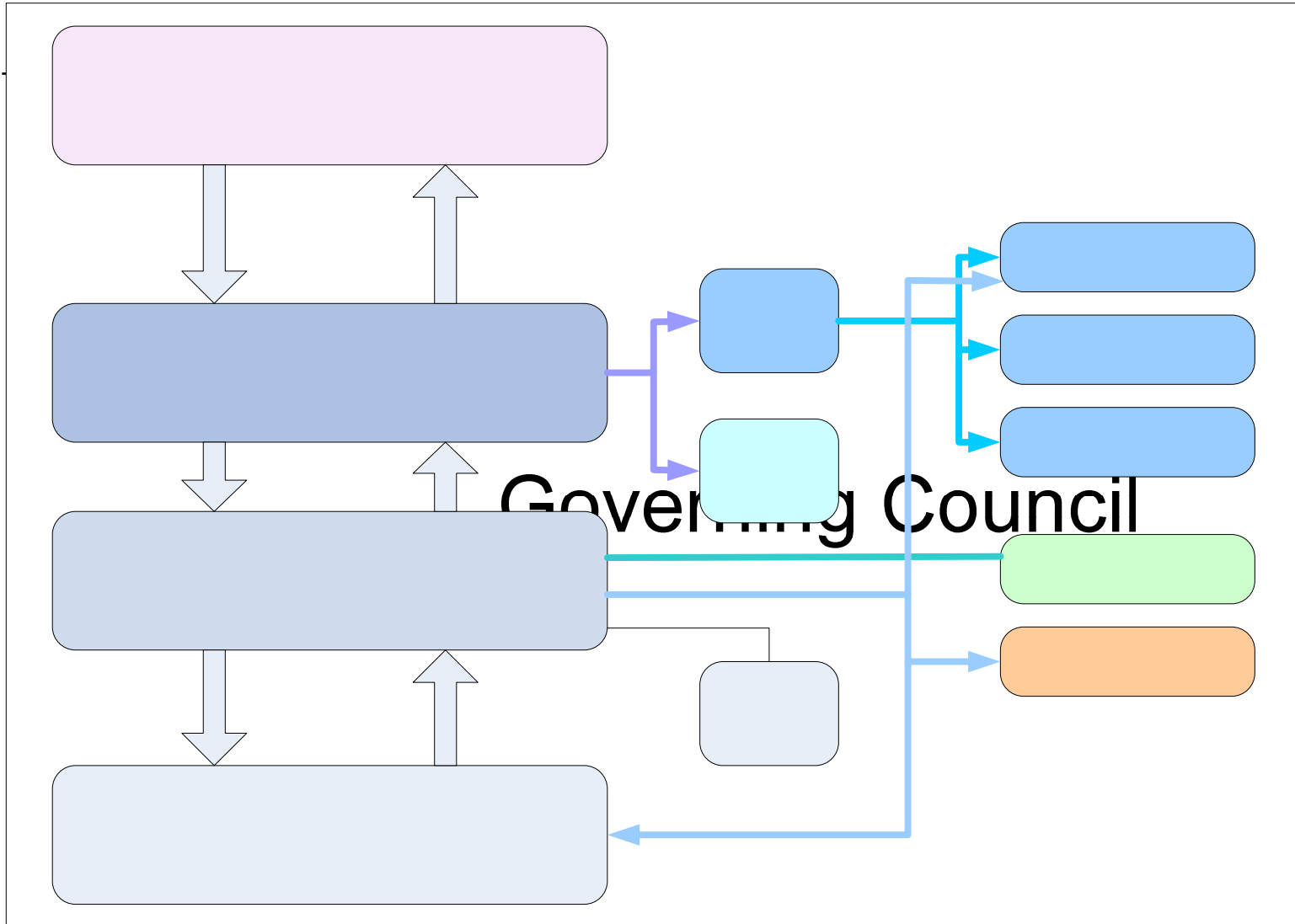
The University has a very high level of academic autonomy, it does not have to ask for any kind of consent for:

- ❑ curricula,
- ❑ appointment of teachers and associates,
- ❑ election and appointments of deans and vice-deans at the faculties,
- ❑ election and appointments of rector and vice-rectors at the University and
- ❑ for division of funds among faculties which are collected from the founders at the University level.

All these duties are done by the Faculty Councils and University Senate without any outer influence and without asking for any kind of approvals or consents from the cantonal or any other authorities.



# University management – present state



# University management – present state

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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

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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

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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:

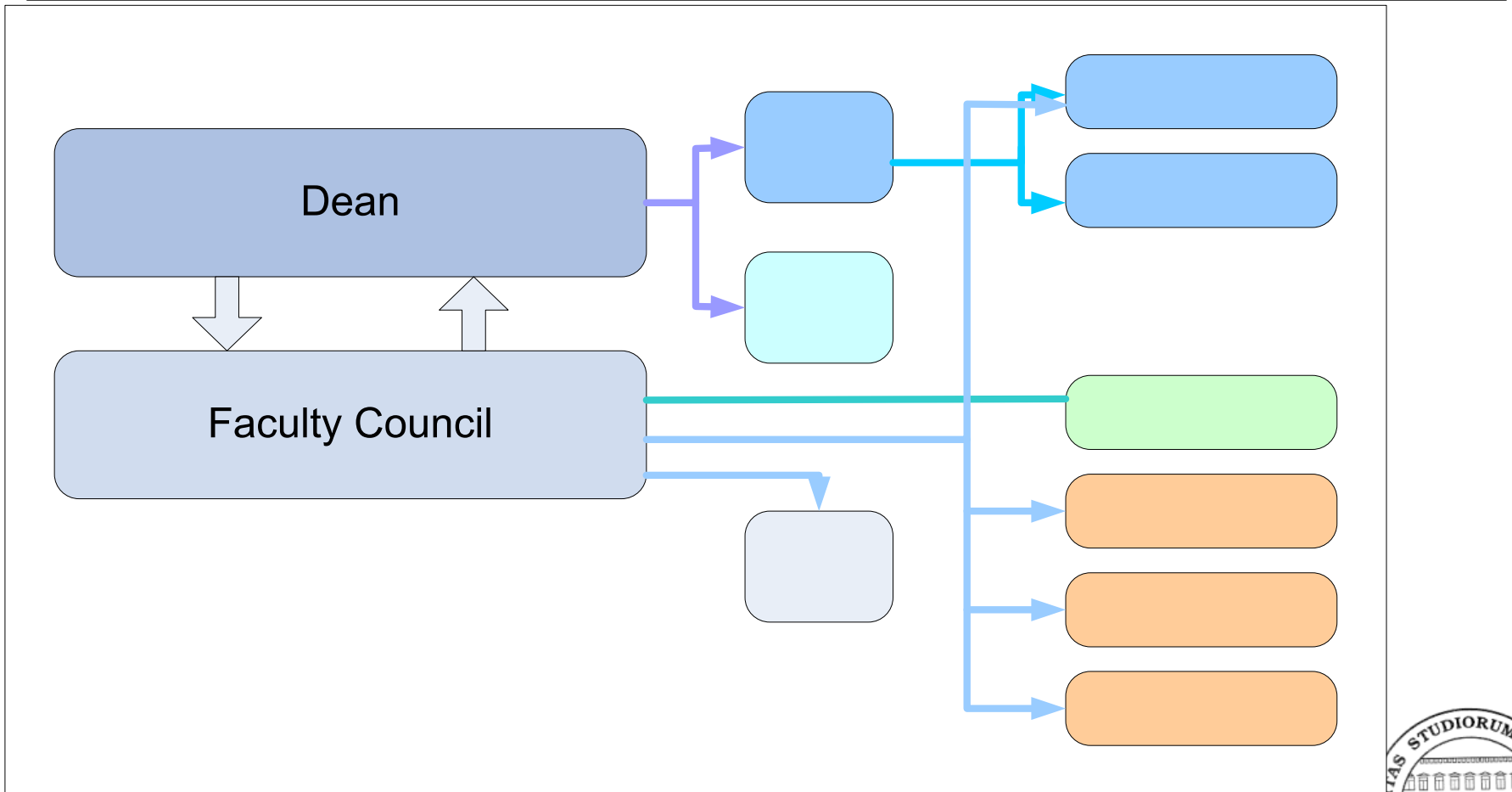
- all issues related to teaching and scientific activities

- 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

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- 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

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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).





# University organisational structure – capacity for change

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The Permanent commission for normative acts at the University level has prepared and gave for further discussion the Draft of the University Statute which should be harmonized with the Framework Law but also with the cantonal law which is still in the draft phase.

It is certain that legal changes bring the lost of legal entity for faculties, which will be reflected on the organizational structure, although the draft of the new statute, at least as far as organizational parts are concerned, does not bring some significant changes. According to the Article 23 of the Draft of the University Statute

“The University is at the first level of structure composed of organizational units which are: faculties, academies, higher schools, institutes and centres.”

Organizational units of the University have special authorities in teaching, scientific-research, artistic-research work and lifelong learning.



# University funding – capacity for change

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Efforts in the area of funding are directed to:

- Cantons i.e. founders or to the improvement of regularity and way of funding from the budget
- Economy
- Scientific-research projects in the country and abroad
- Better controlling of funds at the University level.



# University funding – capacity for change

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Draft of new University Statute specifies basic financial relations between the members in the following way:

- With the purpose of promoting initiative of organizational units, this Statute specifies in which way and in which ratio the units have financial authorities and take over duties within the University.
- Organizational units have subaccounts in the frame of the University transfer account.
- In this subaccount organizational units have at disposal their own funds realized on the basis of tuition fees and funds realized through providing other services from their activities.
- Organizational units have at their disposal and freely operate with the funds from the subsection 2 of this article.
- Organizational units allocate a part of the funds they earn in accordance with the yearly plan and budget of the University, but amount from funds cannot be higher than 5% of total funds of the organizational unit. Senate makes decision on the way of allocating and using those funds.
- Decision on annulment of subaccounts of organizational units can be made only by the unanimous decision of the Senate members.
- Dean/director of the organizational unit has a right to independently make agreements in the frame of the unit activities, total value of which does not exceed amount of 100000 KM per a year.
- If a dean/director of the organizational unit makes more deals value of which exceeds 500 000 KM, it is necessary to have a Rector's consent before finalizing the agreement.



# University management – capacity for change

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University functions in a legally unarranged 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

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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.)



# Recommendations - further steps

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- ❑ 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.



# Conclusion

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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.







*THANK YOU FOR YOUR ATTENTION*

