



U N I V E R S I T Y O F T U Z L A

Tempus Project Modernisation and Reconstruction of  
University Management structure  
145008-TEMPUS-2008-DE-JPGR (2008-4587)

## RECOMMENDATIONS FOR STRUCTURAL AND MANAGEMENT REFORM AT THE UNIVERSITY

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# U N I V E R S I T Y O F T U Z L A

## INTRODUCTION

We have to find appropriate way of organization of university to provide efficient management structure , which can secure the development of the university.

The academic staff should be better informed and involved in the reform process and ready to operationalise and implement the decisions.

The system should be created in such a way to give the possibility for providing the better education in undergraduate and post-graduate level as well as to increase the research capabilities. All this could be realised with efficient and professional management and administration.

We expect from this project to get insight into good practices on our partner institutions, to learn more about management structures and possibilities how to implement them, as well as to learn about the obstacles on that way. All the recommendations will be very useful for us, as well as to all participants, and dissemination of our recommendations and results is one of our main tasks.





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## ORGANIZATION AND ROLE OF THE UNIVERSITY'S CENTRAL MANAGEMENT

Tuzla University has become an integrated institution of higher education in 1999.

Reasons for integration were numerous:

- The need to offer interdisciplinary study fields,
- More efficient implementation of Bologna process,
- Ability to create a critical mass in some research and development fields,
- Increasing capacity to participate in huge interdisciplinary projects,
- Increased potential to attract funding,
- Institution's increased visibility, and
- Efficient internationalization.



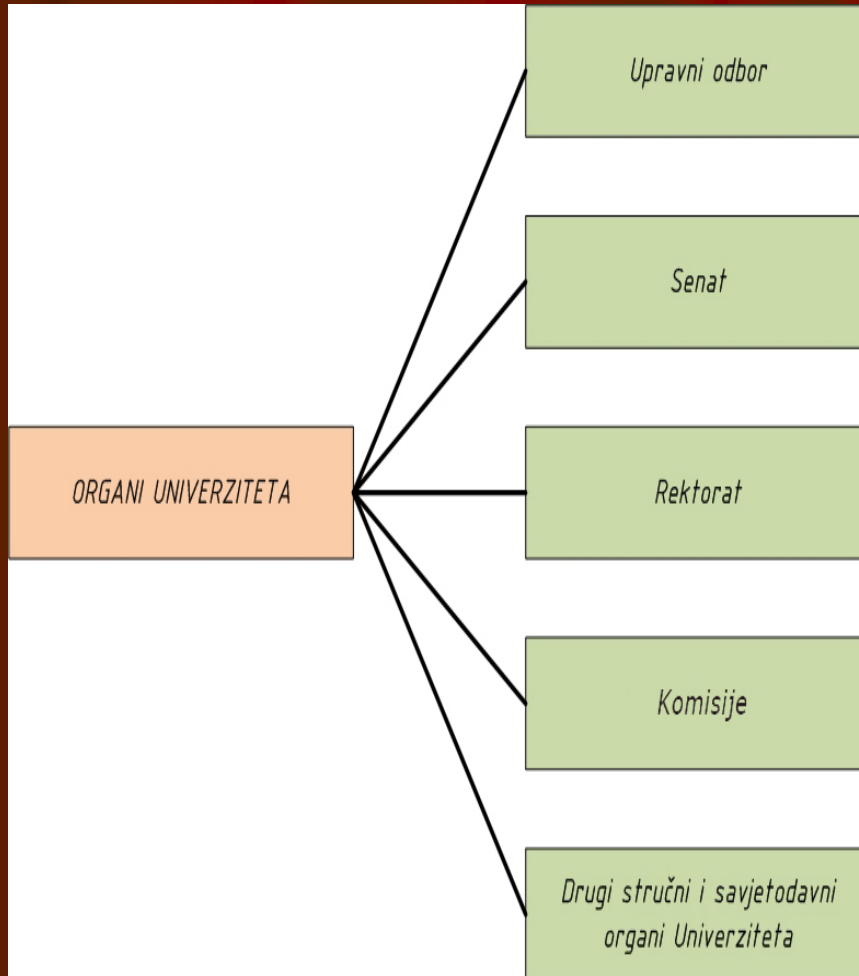
## WE CAN BENEFIT FROM THE INTEGRATION THROUGH:

- Faster access to and dissemination of information,
- Stimulating further cooperation,
- Increased interaction with external institutions, and
- Supporting management in the decision making process.

*On the following slide is shown the figure.1 University Bodies*



# UNIVERSITY OF TUZLA



## UNIVERSITY BODIES

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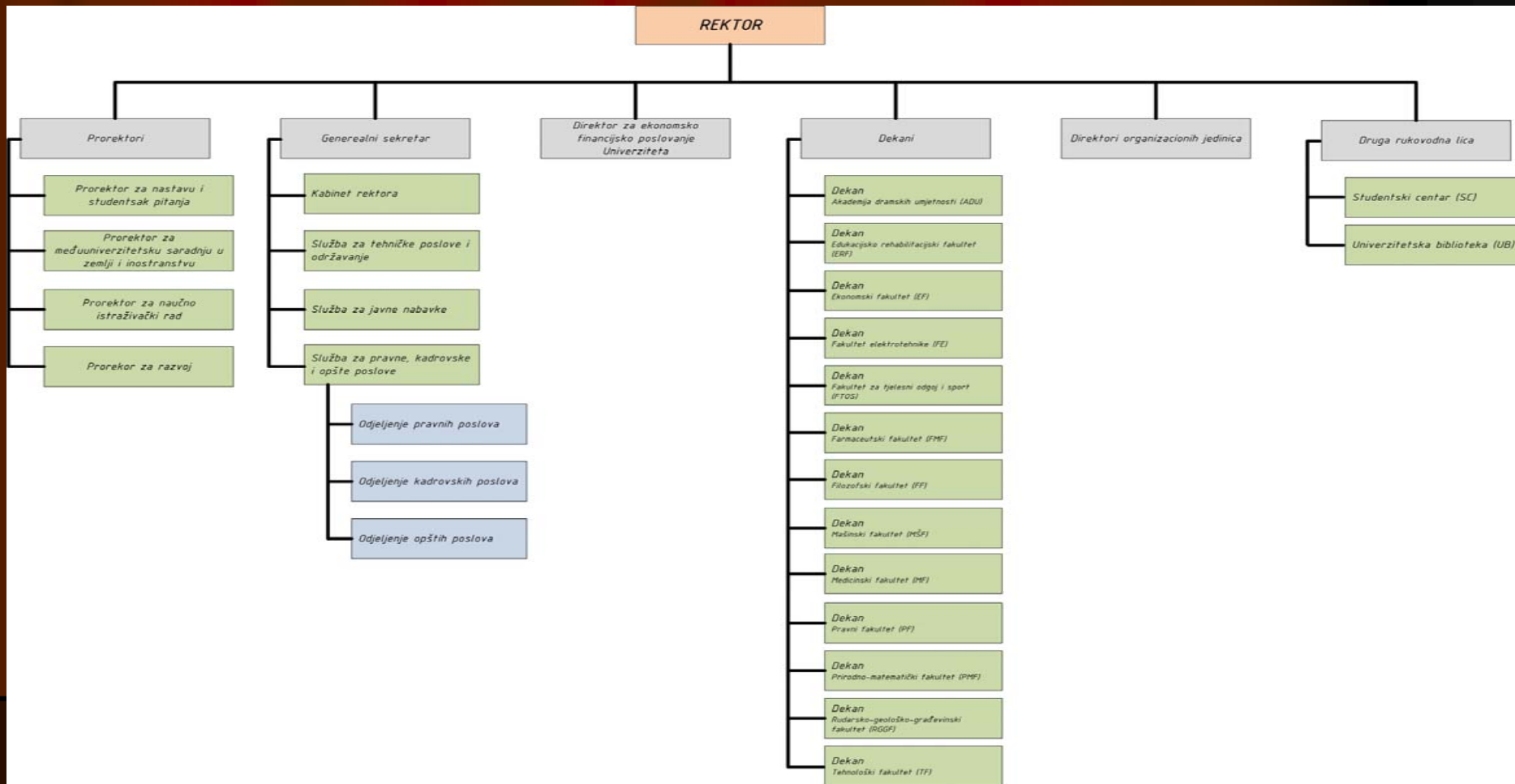
## ORGANI UNIVERZITETA

Upravni odbor = Steering board  
 Senat = Senate  
 Rektorat = Rectorate  
 Komisije = Commissions  
 Drugi stručni i savjetodavni organi = Other experts and advisory bodies of University Univerziteta



# UNIVERSITY OF TUZLA

## UNIVERSITY STRUCTURE





# U N I V E R S I T Y O F T U Z L A

University Statute defines the task, rights and responsibilities of the Rector, Vice-Rectors, Directors and Secretary General.

The Rector is appointed by the Senate.

## **Rector's responsibilities:**

- Rector is responsible for the operation of the University in accordance with the Law,
- In relation to the academic issues, Rector is responsible to the Senate and in relation to the management activities Rector is responsible to the Steering Board, and
- Rector reports to the Senate and Steering Board on an annual basis.



## **DIRECTORS**

The Student Centre Manager and Financial Director are two very important positions. The Student Centre Manager is a position with a precisely defined job description relating to securing adequate conditions for students' accommodation and stay. The Financial Director job description needs to be precisely defined and adjusted to the specific nature of its position.

## **UNIVERSITY BODIES AND THEIR RESPONSIBILITIES**

Senate is the University's body which deals with academic issues, consisting of Rector, Vice Rectors, Faculties' representatives (1 per faculty), and Faculties' representatives from the Council of faculty's scientific fields (1 per faculty), students' representatives from all 3 study cycles and 1 representative of non-teaching staff. Senate's Secretary and Secretary General also attend the Senate sessions but are not entitled to vote.

Senate structure is shown figure. 3.





*Struktura senata Univerziteta u Tuzli*

*Po jedan predstavnik Fakulteta / Akademija iz vijeća grupacija.*

*Direktor studentskog centra*



**Prorektor**  
za naučno istraživački rad



**Prorektor**  
za međuniverzitetsku saradnju



**REKTOR**  
Univerzitet u Tuzli



**Prorektor**  
za nastavu



**Prorektor**  
za razvoj



Predstavnici studenata  
dodiplomskog studija



Predstavnici studenata  
postdiplomskog studija



Predstavnici studenata  
doktorskog studija



Predstavnik ostalih  
zaposlenih

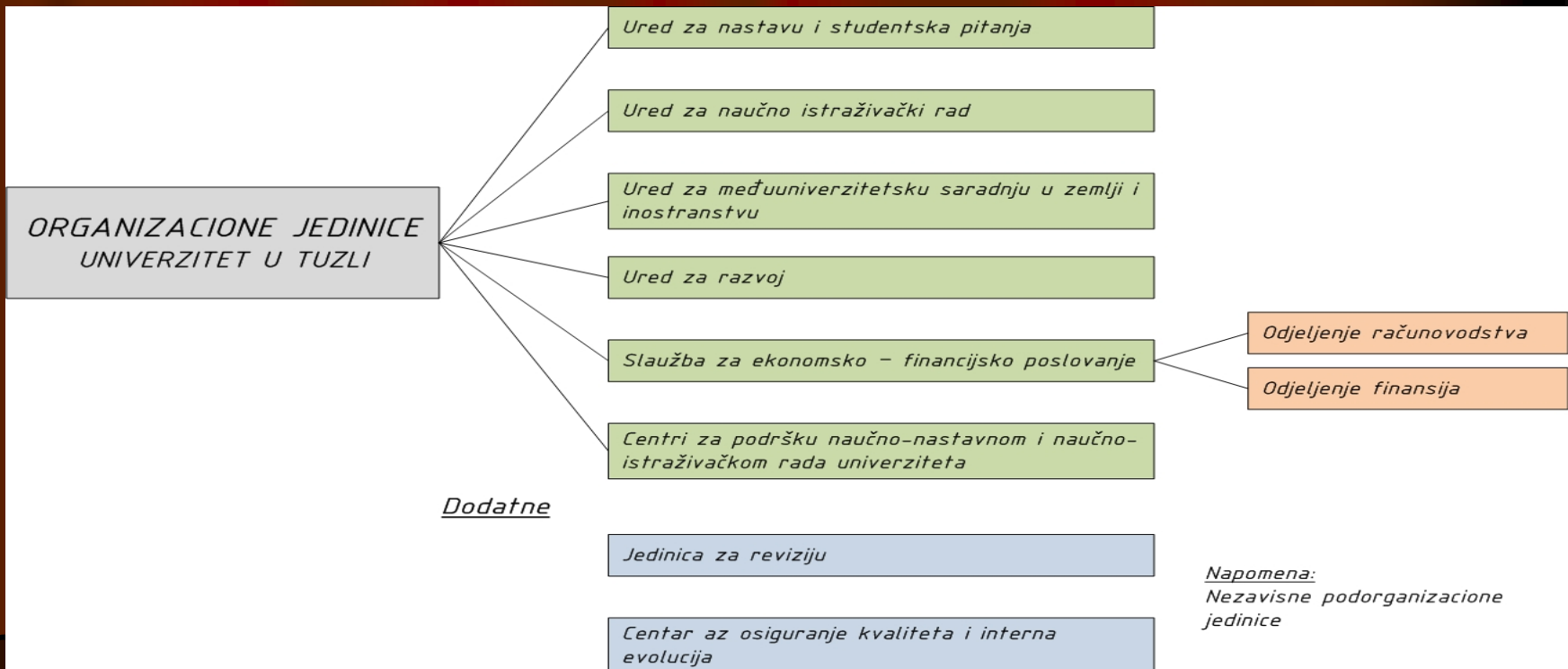


*Po jedan predstavnik Fakulteta / Akademija iz reda nastavnika.*

*Sekretar senata*



Organizational units are shown in Figure 4. This diagram lists Vice Rector offices, Financial Service which consists of Accounting and Finances, Centres for support to the scientific research and support to teaching scientific work, Units for revision and Centre for Quality Assurance. Given the nature of their scope of work, the latter two units have been established as independent units.





## **ORGANIZATION OF LEGAL SERVICE**

Legal Service conducts administrative, technical and other common tasks through its Departments with activities in order to provide expert support to all organizational units and ensure lawful and efficient implementation of activities for which the University is registered.

### **Responsibility of Legal Service**

Legal Service is responsible for providing efficient assistance to academic staff and students and ensuring that the University's work is lawful.

### **Legal responsibility of Legal Service**

The Statute and Regulations on internal organization and systematization have restructured the role of Legal Service and Secretary General in order to respond to the needs of academic community and the Founder.



## **PROCEDURES RELATING TO STAFF EMPLOYMENT**

Framework Law on Higher Education in Bosnia and Herzegovina places the staff employment issue and its related activities under the University's jurisdiction while University has a legal subjectivity and institutional autonomy .

## **LEGAL SERVICE – FACULTIES RELATIONSHIP**

Internal work organization scheme anticipates that Legal Service will function at the University level, providing assistance to all organizational units, including Student Centre. In order to provide academic staff and students with efficient support, a part of administrative personnel is displaced from the Legal Service's central office and has its offices at organizational units-faculties,



## WAYS TO IMPROVE SUPPORT TO ACADEMIC STAFF AND STUDENTS

Since the University's integration, the number of students, new faculties, and new study programmes have been on an increase. However, the number of administrative staff does not follow the same trend. What caused many problems in everyday, s operation.

### *It can be solved:*

employing the lacking administrative staff, providing additional training on Bologna-related principles, introducing information system at the University level, passing the final act on the policy on ensuring quality and self-evaluation methods , drafting normative procedures for evaluating non-academic staff's quality of work



# UNIVERSITY OF TUZLA

## LOCAL MANAGEMENT UNITS AND THEIR ROLE

Since the University is integrated and the legal subjectivity lies at the University level, Faculties' position differs significantly from the traditional organizational scheme

**Faculty's management bodies are:**

Teaching Scientific Council/Teaching Artistic Council, Dean, Vice Deans, Council of the study Department, and Head of Department.





## WAYS TO IMPROVE MANAGEMENT CAPACITIES

- strategic goals, mission (defining and adjusting them)
- curriculum and teaching methods (changes and adjustment to the established mission and vision)
- human resources (education and preparation for implementing the goals set)
- internal organisational and management structure (the existing rigid structure must be redesigned to meet the requirements)
- quality and evaluation (the crucial issue is upgrading quality to a higher level which requires constant evaluation and assessment of the defined processes)
- student services and welfare (altered mission and vision defined and put the student in the centre of the changes, and internal organizations need to adjust to this)
- resource allocation mechanisms within the institution (stimulating funding instead of the current practice which treats everybody the same way regardless of the quality of work; funding which will be in line with the new intentions)
- relationships with the environment (University must be the core of the development and driving force for all the positive processes in its environment without losing the universality of the educational process)
- the culture of the organisation (processes must be the core of understanding and comprehension as a prerequisite for the survival and further development).



## **Some fundamentals of successful change of management are:**

- Change must establish a new model for the future.
- Change will not succeed unless there is dissatisfaction with the old and genuine belief in the new - people must have a reason.
- Major change is always painful and requires different ways of behaving, thinking, and applying. People must be involved.

## **Changes to the management structure will bear fruit in the following:**

- Make your department a “pocket of good practice”.
- Understand and recognize the different approaches to managing change - their strengths and limitations.
- Reflect on your own experience of change and use that when helping others to understand the nature of the change process.
- Identifying and presenting your case of change.
- Reducing the resistance to change.
- Change is an ongoing process, not an event.
- Change is unique to each organisation
- Change is contingent on effective communication, listening to feedback and acting .





## AUTONOMY OF THE UNIVERSITY

- The issue of the University's autonomy is defined by the Law and the Statute.
- University is a public institution of higher education, independent of any religious, political or any other illegal influence, responsible for providing higher education in the field of scientific research and artwork.

Statute explain the autonomy and academic freedoms, based on :

- University enjoys full legal subjectivity and full autonomy in its work, including the mandate set forth in the Framework Law on Higher Education in Bosnia and Herzegovina,
- The premises of the University are inviolable and police forces and other bodies for prosecution and prevention of crime cannot enter without prior approval by the Rector, heads of organizational units or individuals authorized by the Rector.



## FINANCIAL MANAGEMENT

- As can be seen in Picture 3. *Structure of organizational units*, financial management consists of the Director of Finances and Service for Economic and Financial Affairs. There are two sub services: one for economic affairs and one for financial affairs.
- The Service is integrated at the University level and there is no similar structure at any faculty. Funds are allocated from the University level to the faculties based on the previously identified needs and plans.

## SETTING UP STRUCTURES FOR QUALITY IMPROVEMENT

- The University is evaluated considering the level of the current system, which ensures the quality, and considering the results of its activities, and university's contributions to the society and the development at the national level.
- In order to implement all related activities, it is necessary to establish a unit for revision and centre for quality assurance as independent units.



# U N I V E R S I T Y O F T U Z L A

## CONCLUSIONS

- Having in mind the overall environment, discrepancy between the law on state and cantonal level, it is very hard to find the solution that satisfies the optimum of autonomy, as well as to enable the realization of development goals.
- The presentation explains the current conditions and suggests certain solutions.
- The system should have clearly defined vision and mission as well as clearly defined decision making process.
- It is sure that the culture of changes, implementation of Bologna reforms and introduction of system of quality, must be developed, and academic and non-academic staff must be continually educated.
- Finally, it means that efficient and transparent organization system must be established , in which the management of the University could be efficient , in line with its mission.



# UNIVERSITY OF TUZLA

THANK YOU VERY  
MUCH FOR YOUR  
ATTENTION

