

“DŽEMAL BIJEDIĆ” UNIVERSITY OF MOSTAR

Tempus MOREMS - progress report

Tuzla, 1. – 5. December 2009.

Dr. Sead Pašić, Vice-rector for teaching process

Alim Abazović, Quality assurance coordinator

Content

- „Džemal Bijedić“ University of Mostar
- System of financing
 - Recommendations
- Autonomy of the University
 - Recommendations
- Organization and Management
 - Recommendations
- Decision-making process
 - Recommendations
- Legal Department (Secretariat)
 - Recommendations

University



- One of 8 public universities in BiH, one of 6 public Universities in F BiH, one of two in Mostar
- 8 faculties:
 - Agromediterranean Faculty
 - Faculty of Humanities
 - Faculty of Information Technologies
 - Faculty of Business Management
 - Faculty of Civil Engineering
 - Faculty of Mechanical Engineering
 - Teacher-training Faculty
 - Law Faculty
- Teaching process: 382 teachers - 180 full time, 202 part time
- Space: 13.000 m² + Campus
- Budget: 7 mil. Euros for all activities (Government 1.5 mil.)
- University Library, Institute of engineering, Institute for design and testing of materials and construction, Educational centre with computer classrooms, a multimedia hall, the International Centre for Philosophy, Institute for economic development, Institute of Biology and Chemistry, Student Centre, Multimedia Centre, Office of Quality Assurance, International Relations Office, University Tele-information Center - UTIC, Center for Career Development, Student

System of financing

- Since 1993, the funding system of the University **changed several times**, adapting itself to internal and external capabilities. Steady growth in the number of students has resulted in increasing amount of non-budget funds. However, along came increased revenue growth and expenses, as a consequence of increasing the number of teachers and associates. Increase in costs in recent years occurred because of new studies.
- Changes in the financial system are highly noticeable **in each academic year**, and they are a direct consequence of inadequate legislation in the field of higher education. Until today, the question of funding the University has **not been solved**, and therefore the Ministry of Education and Science of Herzegovina-Neretva Canton provided funds to „Džemal Bijedić“ University of Mostar which could barely cover payment checks for the employees, and not to mention the costs of „quality“ education, investment, development, scientific research, etc.
- Annual budget of „Džemal Bijedić“ University of Mostar amounts to approximately 14 million KM (about 7 million Euros). Herzegovina-Neretva Canton Government allocates 3 million KM per year for University, while University earns additional 11 million KM itself. According to existing legal regulations in Herzegovina-Neretva Canton, Government should finance the salaries and benefits to employees at the University in an amount of 100%. However, it is financing (co- financing) it in the amount of only 30%.

System of financing

Structure of the University (as an association of the faculties – faculties are legal entities also) reflects the system of financing.

Money from student fees and other expenses are collected at the level of faculty. Faculties also have the money that they “earn” on the market.

From these funds, they finance the work of external associates, their own material costs, costs of construction and renovation, laboratory and other facilities.

Annual funding plan is adopted by the University Council based on the proposal of the University management. Each year, University Council makes the decision regarding the proportion in which the faculty units will participate in financing the obligations of the University. University is not in the treasury system.

For the Rectorate faculties are allocating funds according to the following pattern (changing often):

- 30% of registration fee of full-time students,
- 20% of registration fee of part-time students,
- 10% of the student registration fee of postgraduate studies,
- 3% of the total project value.

System of financing – our recommendations


Main activity of the University established by the Law and this Statute **should be financed from the budget of the founder, in accordance with the standards and norms of higher education.**

The University may acquire income from other sources, particularly from:

1) Registration fee - tuition fees for all types of studies organized by the University, 2) sale of registration documents (index and enrolment materials), and documents used in the course of study and graduation, 3) payments for performing services, donation, inheritance, gifts, 4) means of publishing, 5) production scientific projects funded by third parties, 6) from projects and technical consultancy for industry or government bodies, 7) providing services to other institutions of higher education, 8) payment in the Student Centre, and other sources.

Our recommendation is that University should have fully employed a **Director of Finance and Accounting (Manager)**. He will be an expert in the field of finance, and appointed by the Governing Board of the University based on public competition.

Departments/Faculties/Schools will have resources that belong to them in accordance with the regulations on the use of income criteria for University. They'll have transaction accounts within the account of the University. With these funds, departments can freely manage and dispose of. If there is an approved joint venture we will form a special transaction account that will be managed by the rector.



„Džemal Bijedić“ University of Mostar has a **relatively broad autonomy when it comes to the academic part of his work**. Autonomy in academic part is particularly emphasized when it comes to *adoption of new curricula, employment of teachers and associates, election and appointment of rectors and vice-rector*, etc. The main functions of university are education and scientific work. Therefore, it is necessary to put them in the service of a true state and national progress. This implies that university needs to be autonomous in order to avoid the subordinate position to the current government that could slow down its activities and to subordinate it to its particular interests, which sometimes may be different from the interests of the wider community.

Relation between the University and governmental structures is not an satisfactory level. Reflection of these relationships are evident problems with which the University faces, and for which there is no understanding. As a public institution, „Džemal Bijedić“ University of Mostar practically work **without the founder** (or, if the government has interests, then it appears as someone who asks and decides, in other cases not), without improved financing system, without adequate legal framework that follows the trends in higher education, etc. The relationship with the cantonal government is achieved mainly