

## UNIVERZITET U BIHAĆU

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# UNIVERSITY OF BIHAĆ

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***“Strategic Management of Higher Education Institutions Based on Integrated Quality Assurance System (SHEQA)”***

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**UNIVERSITY OF BIHAĆ**

**DEVELOPMENT PLAN**

1. **INTRODUCTION**

The main task of a university as an institution is to create and offer a quality of knowledge, as well as the development of science in order to improve knowledge for industrial, economic, social and cultural development of society. Therefore the teaching process at universities always should be intertwined with research, along with creation and application of new ideas and technological solutions through which the university enables progress of economy and sustainable development of entire society.

Combination of quality teaching process and scientific and artistic research is the main postulate of University of Bihać. In order to make a greater impact on development of economy it is necessary to foster creativity and innovation along with education and research.

1. **SWOT ANALYSIS**

It is necessary to analyse the situation in order to select a perfect development plan, meaning that the University of Bihać should first analyse its internal and external factors in order to find the best way to reach its main goal. As the higher education became an area of interest, new competition appears every day for University of Bihać on national and international level. Therefore the University has to establish itself on the world universities' market in order to attract better students and teachers. An ever-growing change present on the higher education market forces the University to carefully choose the way of competing with its competition.

SWOT analysis presents a qualitative analytic method which uses four segments to show strengths, weaknesses and opportunities, threats of certain phenomena or situations. Using this method the University should take into consideration the internal and external context. In line with this the analysis can be understood as an overview of internal strengths and weaknesses of the organisation, as well as the external opportunities and threats that the University encounters in its way.

If considered in terms of time, strengths and weaknesses present the present situation based on the past, while the possibilities and threats present the future based on the past and present.

1. **The University's strengths are:**

* Clear mission and vision of a University
* Established strategic development plan and development vision
* Commitment to achievement of quality in teaching and research activities
* Established international cooperation and network of international contacts
* Quality of human resources
* Established system of quality assurance at all levels of the University
* Organisation of students and involvement of students in all management bodies of faculties and the University
* Presence of a necessary critical mass of teachers and associates willing to participate in reforms
* Openness for teachers and associates from other universities in the country and abroad
* Willingness and persistence in defying social pressures in order to preserve integrity and dignity of the University
* Awareness of proper responsibility for self-development and development of the entire region
* Great professional potential of former students at home and abroad
* Study of all important scientific areas at the University of Bihać, which represents a good foundation for interdisciplinarity and multidisciplinarity.

1. **The University's weaknesses are:**

* Insufficient and inadequate financing from the Founder – Una-sana Canton
* Insufficient number of native teaching staff; the teaching staff overstressed with teaching activities
* relatively poor motivation and remuneration of the staff
* inadequate age structure of teaching staff
* poor investment in training of teachers and associates in the areas of technology and teaching methods and techniques
* lack of quality administrative staff in the areas of international cooperation, students' mobility, involvement in international networks and projects, etc.
* lack of balance between the teaching and research activities, with the lower number of research activities
* inadequate follow-up of implementation of decisions
* insufficient internal communication and coordination between different organisational levels, especially between faculties and the University
* systematic negligence of importance of scientific activities by the government
* lack of resources for scientific and research work
* lack of facilities and equipment at some of the organisational units
* lack of Framework Programme or other international projects
* inadequate infrastructure in the area of IT and lack of thorough integral information system at the University
* insufficient number of research projects implemented in cooperation with entrepreneurs
* weak interfaculty cooperation and insufficient interdisciplinarity – insufficient cooperation between professions and scientific cooperation, fragmented resources aggravate introduction of common standards, criteria and performance (quality) indicators
* insufficient cooperation with economy
* inadequate computer and laboratory equipment
* insufficient shared infrastructure – lack of lifelong learning centre, technology transfer centre, etc.
* insufficient involvement of students in scientific and research activities.

1. **Opportunities**

* Commitment of the entire academic community in B&H for the implementation of the Bologna system and integration into the European academic area
* open access to European projects (FP7, Erasmus Mundus, CEEPUS, etc.) for academic community in B&H
* constant increase in the needs of economy for lifelong learning
* attractive study programs and study conditions for students from B&H and abroad
* integration of different scientific areas and initiation of new interdisciplinary programs
* reinforcement of institutional capacities and application to a greater number of international scientific funds
* partnership with public and private sector along with the support of the local community present the possibility for enlargement of research and teaching bases and contribute to the development of regional economy and social environment
* constant monitoring and activities directed towards quality assurance, increased awareness of quality, involvement of all stakeholders, especially those outside the University and better coordination of boards at the organisational units enable creation of a high quality level which ensures equal integration in EHEA
* integration of basic subjects at the University level, constant modernisation of study programs in line with economy, and systematic approach to the lifelong learning the University can have a significant role in improvement of the national qualification structure
* increased interest of economy and international institutions in funding the research projects
* Creation of possibilities for increased mobility of teaching staff and students through an established international networks and projects
* increased attractiveness of the University as a partner in international projects, networks and graduate studies
* increased attractiveness of the University as a partner in teaching process and research activities in B&H
* new generations of young people with knowledge of foreign languages and information literacy.

1. **Threats**

* Seeing higher education as a loss of resources, and not as an investment in human resources
* lack of national development plan for higher education
* incomplete legislation and poor implementation of the existing legislation
* insufficient allocation of resources for science
* insufficient stimulation for young scientists
* limited possibilities for employment of scientific professionals
* adverse economic situation in the country and lack of resources necessary for changes
* constant brain drain
* uncontrolled expansion of higher education in certain part of B&H at the expense of quality
* government's refusal of the University’s autonomy in European terms
* insufficient understanding of basic problems in higher education and universities by the policy makers.

**4. RECOMMENDATIONS**

**Teaching process**

1. Campus development

2. Training of teaching staff

3. Better equipment of teaching space

4. Improvement of salaries for teachers

5. improvement of teaching process through education of teachers

6. Competence catalogue

7. Better operation of the University in cooperation with its organisational units

**Postgraduate studies**

1. balanced teaching load of the University teachers

2. better cooperation with economy, public sector and industry

3. development of an institutional financial and organisational instruments

4. collaborative research and interdiscplinary studies

5. institutional integration of different research areas and studies

6. definition of research programs at the institutional level

**Science**

1. Fostering and creating the conditions for evaluation of interdisciplinary studies

2. creating the conditions for motivation of young scientists

3. intensification of international and interuniversity cooperation

4. cooperation of the university and economy and industry

5. increased number of international projects, especially FP7, and cooperation with scientific and research institutions

6. quality education of scientific youth

7. development and transfer of new technologies through technological-informational centre

8. cooperation of the University's organisational units in projects (multidisciplinarity)

**International cooperation**

1. increasing resources for international cooperation in postgraduate studies

2. greater use of international funds

3. long-term strategy for development of international cooperation

4. cooperation agreements with foreign universities (joint projects and study programs)

5. development of an office for support in international projects

6. involvement in the existing students and teaching staff exchange programs

7. improving international cooperation in order to create conditions for equal integration of the University in EHEA and ERA

8. joint and balanced involvement of all University’s organisational units through integrated international relations office

9. fostering the mobility of teaching staff, students and other staff in order to improve the quality and competitiveness of the University

10. fostering multidisciplinarity through joint programs of different organisational units

11. rational usage of assets and resources, and efficient implementation of programs through improvement of international cooperation

**Quality assurance office**

1. System of financing

2. Greater involvement of students

3. Increased awareness of the importance of quality assurance

4. development of projects for quality improvement in all organisational units

5. involvement of both internal and external stakeholders

**Financing**

1. Find mechanisms for stable financing of the University

2. Optimisation of operation expenditures

3. Intensive activities at the faculties directed towards market requirements

**Administrative services**

1. enable authority in operation of administrative services

2. structured, harmonised and professional systems in administrative services

3. lifelong learning of administrative staff

4. enable employment of a necessary number of officers with required qualifications

5. enable adequate and well-equipped workspace for each administrative service

6. fostering and development of cooperation between administrative staff and teaching staff

**5. DEVELOPMENT GOALS AND TASKS**

The strategic goal of development plan is to strengthen the role of the University of Bihać at the national level by increasing the quality of a teaching process and research, and establish itself on the international level through an intensive participation in international projects.

**5.1. Development goals**

Six development plans have been developed on the basis of SWOT analysis of University of Bihać. They relate to all elements of the University's operation: study programs and students, scientific and research activities, organisational structure, human, material and financial resources, cooperation with community and economy, and integration with ERA.

The development goals are:

**Development goal 1**

**Study programs and students**

University of Bihać shall foster quality education based on learning objectives through all three study levels, directed towards flexible ways of learning and lifelong learning, and in accordance with the needs of the community, economy and society.

**Development goal 2**

**Scientific and research activities**

Establish the research profile of the University in accordance with excellence criteria and enable efficient organisational infrastructure, planning and management of research and research capacities, and efficient data collection and presentation.

**Development goal 3**

**Organisation and structure of the University**

Establish a university with the highest level of organisation and responsibility, with transparent processes where integrating functions are clearly defined in accordance to different requirements of the University's organisational units, aiming to strengthen the role of the University in national and European higher education area.

**Development goal 4**

**Human, material and financial resources**

Establish a university where the talent would be fostered and rewarded, along with the entrepreneurial energy and quality of an each individual (teacher, assistant, student, administartive officers) who can equally compete in the European research area and European higher educationa area.

**Development goal 5**

**Cooperation with the community and economy**

Establish a university that would be actively involved in economy and development of community through the knowledge and technology transfer supporting economy and social transition in knowledge society.

**Development goal 6**

**Integration into ERA and EHEA**

Establish a dynamic university which would actively participate in ERA and EHEA , for systematic and organised internal and external mobility of students and teachers, participation in european research projects and projects important for university's development.

Implementation of the goals should measure through the implementation of the planned tasks.

**5.2. Tasks**

Following are the defined tasks aiming at realisation of development goals. Each task has one or more performance indicators.

**5.2.1 Study programs and students**

***Development goal 1*** - University of Bihać shall foster quality education based on learning objectives through all three study levels, directed towards flexible ways of learning and lifelong learning, and in accordance with the needs of the community, economy and society.

**Task 1**

Clearly define learning objectives and competences for all undergraduate, graduate and postgraduate studies. All study programs at the university should be structured so that at least 20% of learning objectives of the program develop general competences. Establish 1:4 ration between graduate and doctoral studies.

(***Indicator 1.1.a*** – number of accredited study programs in all three cycles. b – average % of study programs with learning objectives for development of general competences. 1.1.c – number and structure of students)

**Task 2**

Increase a number of multidisciplinary programs for at least 20% out of the total number of programs (programs with at least ¼ of teachers from other scientific areas).

(***Indicator 1.4.*** Number of programs with multidisciplinary content)

**Task 3**

Increase a number of teachers involved in multidisciplinary study programs for 20%.

(***Indicator 1.5.*** Number of teachers involved in multidisciplinary activities)

**Task 4**

Increase a number of students who pass from the first to the second year to 70%.

(***Indicator 1.6*** – Increase a number of students who finish first year successfully)

**Task 5**

Increase a number of students who graduate on time to 60%, and increase a number of graduated students to 80%.

**Task 6**

At least 50% of each study program should make use of e-learning tools.

(***Indicator 1.8***. – Average % of study program makes use of e-learning tools).

**Task 7**

Increase a number of students outside the area of University of Bihać for at least 40%.

(***Indicator 1.9.*** Number of students from other cantons)

**Task 8**

Reach a student-teacher ratio of 50:1 and student-assistant ratio of 25:1, in order to reach the ratio between different areas of less than 1:5.

(***Indicator 1.10*** – Number of students in relation to a number of teachers and assistants.)

**Task 9**

External evaluation should be completed for at least 50% of organisational units and 50% of study programs. It should be done on the basis of self-evaluation.

(***Indicator 1.11***. – percentage of organisational units with external and internal evaluation)

**5.2.2. Scientific and research activities**

***Development goal 2*** - Establish the research profile of the University in accordance with excellence criteria and enable efficient organisational infrastructure , planning and management of research and research capacities, and efficient data collection and presentation.

**Task 1**

Determine a research profile of the University and its organisational units on the basis of SWOT analysis results and scientific bibliometric indicators.

(***Indicator 2.1.*** – a. Research profile determined until 2014. The decision of the Senate regarding the University's research profile based on the excellence indicators. b. – Teachers are organised according to scientific areas. c. – Number of scientific projects organized according to scientific areas.)

**Task 2**

Total amount of resources for research should be increased for at least 10% annually.

***(Indicator 2.2.*** – Increase of financial resources for research. Ratio between research financing and number of teachers.)

**Task 3**

Income of financial resources for research other than the national budget should be increased for at least 15% annually.

(***Indicator 2.3.*** – Percentage of research projects directed towards the needs of economy, international projects and other.)

**Task 4**

Create an institutional framework for collaborative research and initiate at least 4 collaborative programs at the University's level.

(***Indicator 2.4.*** – Number of collaborative programs at the University.)

**Task 5**

Number of published papers in international publications increase for three times until 2015.

(***Indicator 2.5.*** – Number of published papers indexed in SCI)

**Task 6**

Proportion of teachers with academic titles who participate in international research projects should be increased for at least 5% annually.

**Task 7**

At least 10% of doctoral students during their studies should spend at least three months outside B&H for the purpose of professional development.

(***Indicator 2.7.*** Number of doctoral students on professional development outside the country)

**Task 8**

Establish a financial instrument for remuneration and involvement of the best young scientists in an independent research activities at the University of Bihać.

(***Indicator 2.8.*** A rulebook on remuneration and involvement of the best young scientists and doctoral students in an independent research activities)

**Task 9**

In order to raise quality and level of scientific activities at the University, it is necessary to initiate e-magazine for students of each scientific area.

(***Indicator 2.9***. – Number of scientific areas in an e-magazine for students)

**Task 10**

Improve activities related to the publication of scientific journals and organisation of scientific conferences.

(***Indicator 2.10.*** – Number of indexed journals and scientific conferences)

**Task 11**

Establish a Technology Transfer Office at the University.

(***Indicator 2.11***. – Established a Technology Transfer Office)

**5.2.3. Organisation and structure of the University**

***Development goal 3*** - Establish a university with the highest level of organisation and responsibility, with transparent processes where integrating functions are clearly defined in accordance to different requirements of the University's organisational units, aiming to strengthen the role of the University in national and European higher education area.

**Task 1**

Develop an administrative capacity for management of EU programs, quality assurance and intellectual property.

(***Indicator 3.1***. – Developed administrative capacity for management of EU programs)

**Task 2**

Development of a Centre for student support, with an aim of creating an atmosphere which would emphasise the importance of students for the University and its sustenance.

(***Indicator 3.2***. Developed Centre for student support)

**Task 3**

Development of a Quality Centre with an aim of integration of all the disposable capacities for cooperation with the economy and local community.

(***Indicator 3.3.*** Developed Quality Centre)

**Task 4**

Development of an association of former students of the University – Alumni.

(***Indicator 3.4.*** Developed Alumni Association)

**5.2.4. Human, material and financial capacities**

***Development goal 4*** - Establish a university where the talent would be fostered and rewarded, along with the entrepreneurial energy and quality of an each individual (teacher, assistant, student, administrative officers) who can equally compete in the European research area and European higher educational area.

**Task 1**

Determine measurement units and define the capacities of the University necessary for implementation of study programs, lifelong learning programs, research and activities in the community.

(***Indicator 4.1.*** A system of measurement units for implementation of the University's programs until the end of 2014)

**Task 2**

Expansion of the educational centre through an inclusion of at least 20% of teaching staff outside the University (the economy and public sector).

(***Indicator 4.2*** – A number of teachers and associates outside the University of Bihać)

**Task 3**

Determine the contents, legal frame and organize a portfolio of the employees until the end of 2013.

(***Indicator 4.3*** Prepare an Employee portfolio until the end of 2013)

**Task 4**

Raise a number of full-time teaching staff to 60% of the required number until 2015, and raise a number of assistants to 60% of a number of all teaching staff 2015.

(**Indicator 4.4.** a - Number of full-time teaching staff, b – Number of assistants in a number of teaching staff)

**Task 5**

At least 50% of assistant professors aged 30-40.

(***Indicator 4.5.*** Age structure of assistant professors at the University)

**Task 6**

Enable at least 20% of an annual internal mobility for teachers and at least 10% for students.

(***Indicator 4.6***. Number of teachers and students who realize at least 5% of their work time, teaching load or credits in the organizational unit of different scientific field.)

**Task 7**

Maximum of 25% of administrative and other non-teaching staff in the total number of employees.

(***Indicator 4.7*** – Number of administrative and other non-teaching staff in the total number of employees.)

**Task 8**

30% of proper incomes in the budget.

(***Indicatior 4.8*** – percentage of proper incomes in the budget of the University.)

**Task 9**

At least 60% of capital investments allocate for high-quality equipment.

(***Indicator 4.9***. Percentage of capital investments allocated for high-quality equipment)

**5.2.5. Cooperation with community and the economy**

***Development goal 5*** - Establish a university that would be actively involved in the economy and development of community through the knowledge and technology transfer supporting economy and social transition in knowledge society.

**Task 1**

Implement at least 20 research projects in cooperation with the local community and the economy.

(***Indicator 5.1.*** Number of joint research projects)

**Task 2**

Triple the number of study programs, surveys and expertise necessary for development of the economy and local community.

(***Indicator 5.2.*** Number of study programs, surveys and expertise necessary for development of the economy and local community)

**Task 3**

Implement at least 25 agreements on advisory services with the economy and local community.

(***Indicator 5.3.*** Number of agreements on advisory services)

**Task 4**

Increase the level of incomes gained through services for the economy and local community and the level of incomes gained from intellectual property for at least 20% of the total incomes.

(***Indicator 5.5.*** Percentage of incomes gained through services for the economy and local community and the level of incomes gained from intellectual property)

**Task 5**

Development of a centre for sustainable development with an aim of finding the indicators of sustenance, integration of all available resources and formation of a critical mass for assurance of sustainable development.

(***Indicator 5.6*** Development of a centre for sustainable development)

**5.2.6. Integration into ERA and EHEA**

*Development goal 6* - Establish a dynamic university which would actively participate in ERA and EHEA, for systematic and organised internal and external mobility of students and teachers, participation in European research projects and projects important for university's development.

**Task 1**

At least 10 joint graduate studies at the University, at least 2 out of the 10 with international universities; and at least 5 postgraduate studies, at least 2 out of the 5 with international universities.

(***Indicator 6.1*** – Number and structure of joint studies at the university)

**Task 2**

At least 2% of teaching staff and at least 2% of students from the University participates in exchange and mobility programs at European universities.

(***Indicator 6.2.*** Percentage of teachers and students participating in exchange and mobility programs)

**Task 3**

At least 3 international research projects in Framework European program.

(***Indicator 6.3*** Number of Framework Programme projects at the University)

**Task 4**

All guidelines of the Science and Society Action Plan should be implemented.

(***Indicator 6.4*** Implementation of the Science and Society Action Plan guidelines)

**Task 5**

At least 5% of researchers should spend more than 2 weeks per year at international institutions.

(***Indicator 6.5*** Number of researchers who have spent more than 2 weeks per year at international institutions)