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Round Table 4: Higher Education in Western Balkans 2020

What Should be Improved in the Next Decade

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## Organization and Management

Very few universities in the WB are integrated (Tuzla, Zenica, Dzemal Bijedic Mostar, University of Montenegro...)

Faculties are legal entities still what is the burden to:

1. Quality assesment and control development
2. University autonomy
3. Interdisciplinarity
4. Information flow
5. Investments
6. Efficiency – better use of all available resources: human, material, financial...
7. Life Long Learning Centres and stakeholder management
8. Corporate culture development

# Quality

- Institutional quality processes have to be based and to reflect institutional values and mission
- Link to external recognition – it is very important that internal quality culture is related to external evaluation processes
- Establishment of institutional priorities – to be able to develop critical mass of researchers in selected fields
- Innovation capacity promotion – partnerships with external partners, consortiums, incubators, clusters...
- More flexible legal and regulative conditions for researchers
- Open approach – dissemination of research results – research results as a public good

- European dimension of quality can be developed in partnerships with other educational institutions, students, quality insurance agencies and governments.
- Partnerships with stakeholders – to provide monitoring and control systems as a basis for trust and transparency

# Autonomy and Financing

## I. Autonomy

- Academic autonomy (curricula, programmes and research)
- Financial autonomy (lump sum budgets)
- Organisational autonomy (university structure)
- Autonomy in staff recruitment (responsibility for employment, salaries and promotion)

Autonomy to be based on basic government financing supplemented with strategic management of public/private income and donations (from philanthrops, companies, alumni, students)

- Growth and diversification of money flows – promotion of optimal transparency in financial management

It is important to equalise European criteria in social dimension – access, student support... and international dimension – attractiveness and competition

EU Commission goal – to raise investments into higher education to 2% GDP until 2020

- Although higher education is predominantly a public good – public/private partnerships are suggested in financing higher education as a response to number of students growth and high costs in sustaining excellency in a global context.

Alternative policies related to student contributions to the overall costs of higher education in different national contexts.

## New Challenges for University Leadership

- How to stimulate creativity and innovation – researchers and students to be able not to follow but to foresee changes in environment – entrepreneurial universities
- Educational system has to produce professionals who will be able to see chances , to manage uncertainty, to be able to find their place in a chaos, to initialise, build and realise , to anticipate changes...

vs. previous practice – reduction to watching, describing and analysing....

## Internationalisation and Regional Cooperation

- Free movement of students and staff – learning about and understanding other cultures and their working practice is important on international scene as well as at each country and local community.
- Employability of graduates - there is a growing demand for workers who are able to work in multinational teams without problems, who have no prejudices to other practices, who can communicate in several languages.
- Regional cooperation unsatisfactory- regional mobility of students and staff very low (few joint master studies...)
- Lack of practice of joint research centres (critical mass...)



Lonely case: Regional master studies in entrepreneurship at University of Novi Sad – three visiting professors from Tuzla, Skopje, Podgorica elected to teach, scholarships for three students from each country