

***Governance and Management Reform in
Higher Education in Serbia***

GOMES

Structural Measures 2009

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Main Project Characteristics

The national importance of a Project designed to support the structural reform of Higher Education (HE) in Serbia and the strategic development of its framework:

- **Main action lines** are directed towards **strengthening the role of the universities as a driving force in the society** through their transformation into strong integrated institutions;
- The Project will encompass an **in-depth analysis of the current governance and management of HE in Serbia, together with its comparison with the EU standards and practices;**
- This analysis has to lead to a **new model of integrated universities** and to its acceptance at the national level; this goal is entirely reachable, having in mind that that **the main actors in this process are the members of the proposed Project.**
- **General strategy of HE in Serbia will be formulated** on the basis of the background obtained by analyzing the current situation in Serbia from **the point of view of employability and labour market (output, with the results directly measurable)**

Consortium of the Project

University of Novi Sad (grant holder)
University of Belgrade
University of Arts
University of Nis
University of Kragujevac
State University of Novi Pazar
Singidunum University
National Council of Higher Education
Ministry of Education
Conference of Universities of Serbia

European partners

University of Florence
Technical University of Crete
Masaryk University, Brno
Jagiellonian University, Krakow
Council of Europe, Mr. Sjur Bergan
Mr. Volker Gemlich, Germany, individual expert

Background

In the previous years the higher education reform in the Republic of Serbia has been conducted entirely in the spirit of the Bologna Process and has encompassed the principal aspects of this Process, including:

- ü ECTS, curriculum development base on learning outcomes,
- ü new architecture of HE (three tier system),
- ü external and internal quality assurance,
- ü accreditation,
- ü qualifications frameworks,
- ü Law on Higher Education (2005).

The Serbian higher education system is faced at present with the need to **critically reconsider the obtained results** and to **continue the reform processes, enhancing the quality and relevance of the higher education institutions, as well as the general harmonization with the current EU developments.**

The Project ***wider objective*** is to improve the governance and management in HE of Serbia in line with the increased responsibilities and accountability of HE for the overall development of the country.

One project alone is by far not sufficient for achieving this general objective as a whole.

Therefore, the **Steering Committee** of the Project has **selected those specific objectives which have**, on the one hand, the **highest priority** according to the decisions of **National Council of HE (NHCE), Ministry of Education (ME) and Conference of Universities of Serbia (SCU)**, and which can be, on the other hand, **implemented during the Project lifetime with the highest level of sustainability.**

Specific objectives

- **Modernisation** of the governance and management system in Serbian higher education through the **improvement of the HE policy, strategy and regulations**;
- **Strengthening the role of universities** as a driving force in the society through their transformation into **strong integrated institutions**;
- Enhancement of the **role the NHCE, SCU and Rectors' conferences** in a transition process towards the integrated university;
- Development of the policy, structure and action plan for **placing students in the centre of the learning process**;
- Development of the **National Qualifications Framework (QF)** for HE;
- Development of new **standards for external quality assurance** enhancing learning outcomes in the study programme definitions.

Activities

1. In depth analysis of the current governance and management of HE in Serbia performed

2. Serbian Law on HE amended

- § Analysis of the acquired experience in applying the current Law on Higher Education (LHE) in Serbia;
- § Workshop on possible modification of the LHE;
- § Modifications of the LHE by the NCHE.

3. National model of integrated universities developed and implemented

- § Development of a model of functional integration of the Serbian universities;
- § Conference on the national models for integration of the Serbian universities;
- § Adoption of a new model of integrated Serbian Universities by NCHE and formulation of a proposal for LHE amendment;
- § Formulation of the working plans for integration of all Serbian universities;
- § Conference on the working plans and their adoption by NCHE;
- § Implementation of the working plans at all Serbian universities.

Activities (continued)

4. Consultative and coordinating role of the NCHE consolidated

- § Analysis of the strategies of the development of HE in selected countries;
- § Formulation of reform strategies of HE based on employability;
- § International Conference on the strategy of higher education in Serbia;
- § Adoption of the strategy of higher education by the NCHE.

5. Functioning and impact of the Conference of Serbian universities improved

- § Analysis of the functioning of the CSU, as well as of the Rectors Conference;
- § Proposal of an improved organization of CSU adopted by NCHE;
- § Proposal of an improved organization of CSU adopted by NCHE.

Activities (continued)

6. Placement of students in the centre of the learning process at Serbian universities

- § Improved model of student participation in Serbian universities
- § Implementation of the model of student participation
- § Systematic evaluation of ECTS with respect to learning outcomes
- § Restructuring of ECTS in relation with the learning outcomes adopted by NCHE
- § Joint Conference of CSU and Student Conference of Serbian Universities (SCSU) on ECTS application

7. Formulation of new standards for external quality assurance

- § Critical analysis of the results of the accreditation of the Serbian universities
- § Workshop on the standards for external quality assurance
- § Adoption of the revised standards for the external quality assurance by NCHE

Activities (continued)

8. National QF for HE compatible with National QF developed

- § Formulation of the National QF for HE proposal;
- § Reformulation of the list of titles and degrees by NCHE;
- § Adoption of the National QF for HE by NCHE;
- § Reformulation of the learning outcomes and tuning for specific programs in engineering;
- § Conference on the Sectoral QF for engineering;
- § Adoption of the Sectoral QF for engineering by the NCHE.

9. Dissemination

- § Creation of the Project website;
- § Meetings with all stakeholders;
- § Dissemination conference with stakeholders;
- § Publishing information booklet.

Quality Control and Monitoring

- § Evaluation meetings on regular basis;
- § Evaluation of Project achievement by the Committee for Quality Assessment;
- § Assessment of Project achievements by external experts.

Sustainability

- Meetings with all stakeholders;
- University networking;
- Meetings with Serbian Student Conference.

THANK YOU FOR YOUR ATTENTION

and for the expected support in this very demanding Project