

Update on Tempus studies

In-service Training Kiev, 15 May 2013 Giulia Moro





- Tempus Country sheets
- State of Play of Bologna Process in the Tempus Countries
- Changing rules A review of Tempus support to university governance
- Human resources management





Tempus country sheets

- Documents drafted by National Tempus Offices to describe the Higher Education systems in the Partner countries (in English)
- Also include information on:
 - current challenges and trends
 - state of play of the Bologna process
 - participation in EU programmes
- Will be published also as regional documents





State of play of the Bologna process in the Tempus countries

Comparative analysis of the implementation of Bologna "components"

- the 3 cycle structure
- European Credit Transfer System
- Diploma supplement
- National Qualifications Framework
- Independent Quality Assurance System
- Recognition of qualifications





State of play of the Bologna process in the Tempus countries - main conclusions

- The 'three-cycle' degree structure and ECTS are the most well-known tools.
- Progress has been made in the last two years, especially in implementing ECTS and the Diploma Supplement.
- The vast majority of Tempus Partner Countries still do not have an independent body to deal with quality assurance.
- Progress has still to be made in the establishment of an NQF, in particular in Central Asia, Eastern Europe and Western Balkans.





Changing rules A review of Tempus support to university governance

"The framework in which an institution pursues its goals, objectives, policies in a coherent and coordinated manner"

Governance deals with

Policies, mission, functions, roles

Design of procedures & processes

Power: hierarchy, delegation, responsibilities, duties

Information flows

Governing structures





Features of University Governance

- Key words current trends
 - Autonomy
 - Responsibility
 - Accountability
 - Effectiveness
 - Efficiency
 - Transparency

In terms of

HR, finance, programmes and degrees, admission of students, research, property and estate, QA, external relations, international cooperation...

Challenges





Conclusions

- Evidence of dynamic change, development and evolution
- Willingness to initiate and implement change in difficult circumstances
- Priority topic: appropriateness and effectiveness of governance structures
- For the future...
- Need for training and development for senior management & others
- Need to raise awareness at all levels
- Further analysis, further comparisons are needed
- Exchange of experience is crucial
 - Still much room for TEMPUS action....





Study on Human resource management in public higher education in the Tempus partner countries

Recommendations - Policy

- Need for national strategies and support for the development of HR management structures and methods
- Countries with financing schemes as parts of their national strategies have managed to reverse some negative trends (brain drain, aging, inadequate skills levels of staff)
- Sufficient independence and autonomy of institutions should be ensured
- Essential that institutions create their own strategies on human resource management





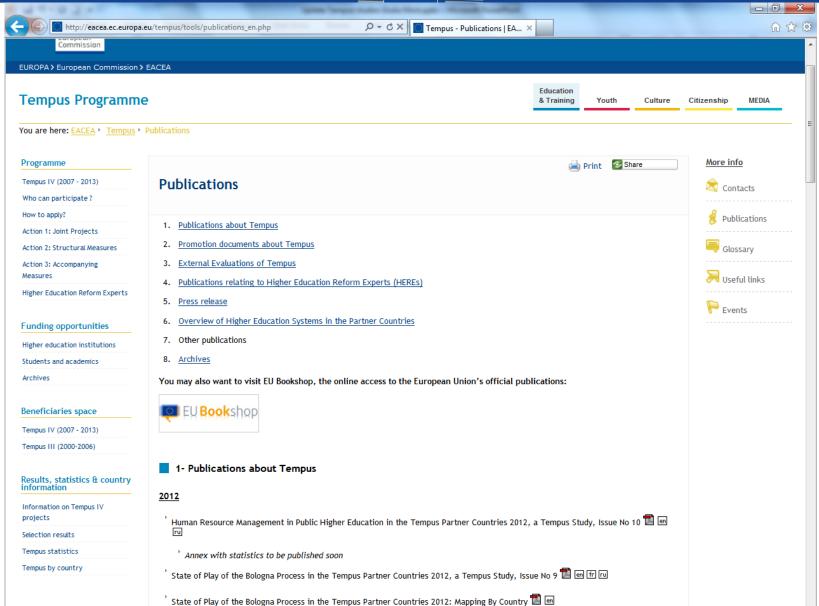
Study on Human resource management

Recommendations - practice

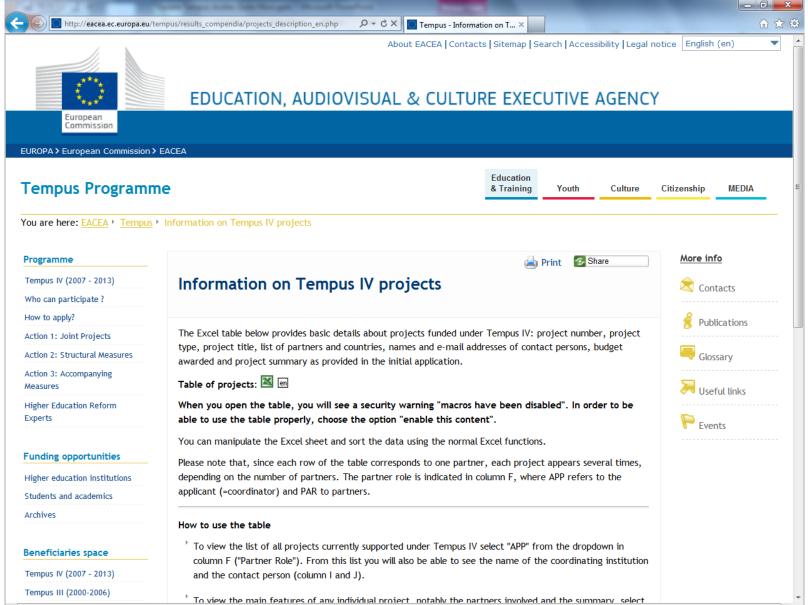
- Recruitment of staff should be carried out following transparent and open procedures.
- > Staff evaluations are important and should focus on enhancement of performance (through positive and constructive ideas on how to improve work).
- > **Training** should be based on a **personalised approach** and take into account the current skills levels and development needs of all staff.
- > Training of management level staff on the specific skills required for their position would be desirable.













Where to find Tempus publications

http://eacea.ec.europa.eu/tempus/index_en.php

Under **Publications**

