



UiO : **Faculty of Educational Sciences**
University of Oslo

Excellence and Quality in Western Balkans

A survey investigating the governance capacity of universities in the region

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Innovation, Research and Education



Content

- NORGLOBAL project
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- Quality Management
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NORGLOBAL- Objective

- to strengthen the basis for evidence based policy making in higher education and research in the Western Balkans (WB)

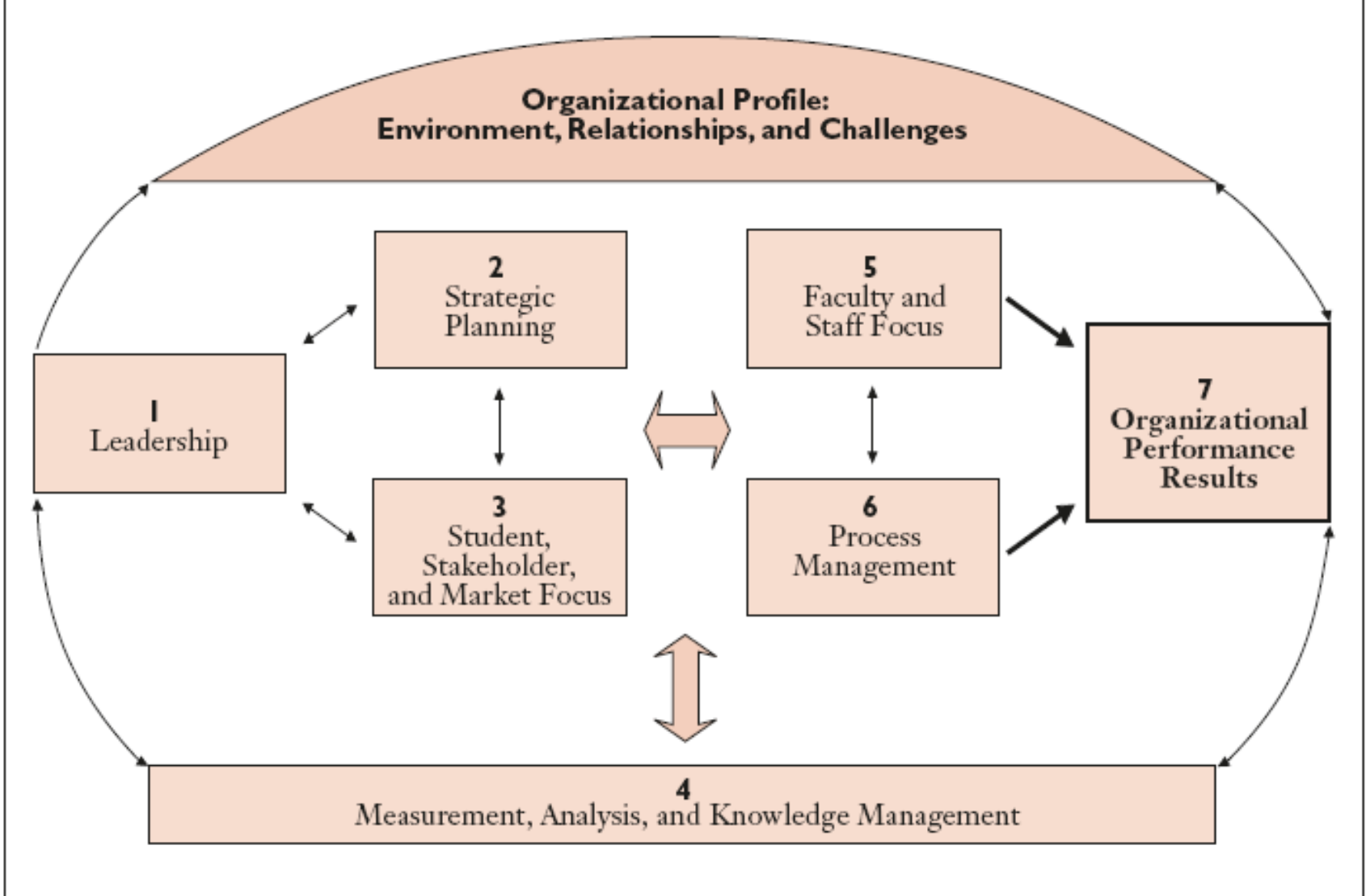
Study's aims

- to investigate the institutional capacity for governance within universities in the Western Balkans

Quality Management (QM)

- QM has become a buzzword among policy-makers and consultants, who assume that a more systematic and managerial approach in universities and colleges will help them to improve universities' performance.
- The term QM refers to all the activities that contribute to defining, designing, assessing, monitoring, and improving the quality of an organization, field, or individual organization, specifically in the field of higher education or an individual university.
- QM deals with the policies, systems, and processes designed and implemented to ensure the maintenance and improvement of quality

Baldrige Education Criteria for Performance Excellence Framework: A Systems Perspective



Survey tool

- Questionnaire was adopted that was derived from the U.S Malcolm Baldrige National Quality Award for Performance Excellence in Education.
- Malcolm Baldrige Criteria for Performance Excellence provides a systematic view of the institution, which is a prerequisite to institutional performance excellence.
- In this survey it is the combined capacity for strategic planning, stakeholder focus, and results oriented practices that we interpret as QM.

Survey tool

- Statements about QM practices:
 - Strategic Planning (7 questions)
 - Stakeholder Focus (9 questions)
 - Benchmarking (3 questions)
 - Result oriented practices (9 questions)
- For each statement, two categories were formatted:
 - the implementation rate: relevant for the university
 - the importance rate: the extent to which the university regarded this statement as important
 - Dual scale from 1 (not at all) to 10 (fully implemented or extremely important)

Data collection

Respondents by location and ownership

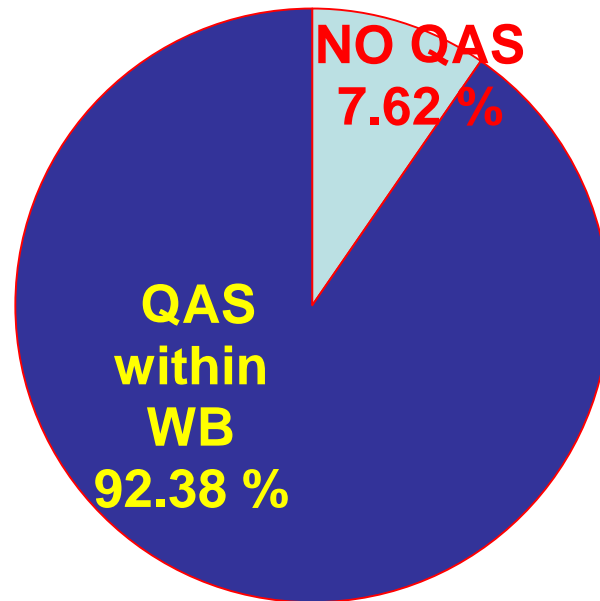
Country	Public Universities	%	Private Universities	%
Albania	6	46.15	10	32.35
BH	8	100.00	5	31.25
Croatia	5	71.42		
FYROM	3	60.00	2	25.00
Kosovo	1	50.00	1	33.33
Montenegro	1	100.00	2	100
Serbia	4	66.70	4	57.1
Total	28	66.66	24	34.28

Characteristics of participants' universities

	AL	BH	CR	FM	KO	MO	SE	Total
Age								
Old	3	5	3	2	1	1	4	19
New	9	6	2	2	1	1	4	25
Just establ.	4	2	-	1	-	1	-	8
Size								
Small	9	5	-	2	-	1	1	18
Medium	3	3	2	2	2	1	4	17
Large	4	5	3	1	-	1	3	17
Ownership								
Public	6	8	5	4	1	1	4	28
Private	10	5	-	1	1	2	4	24

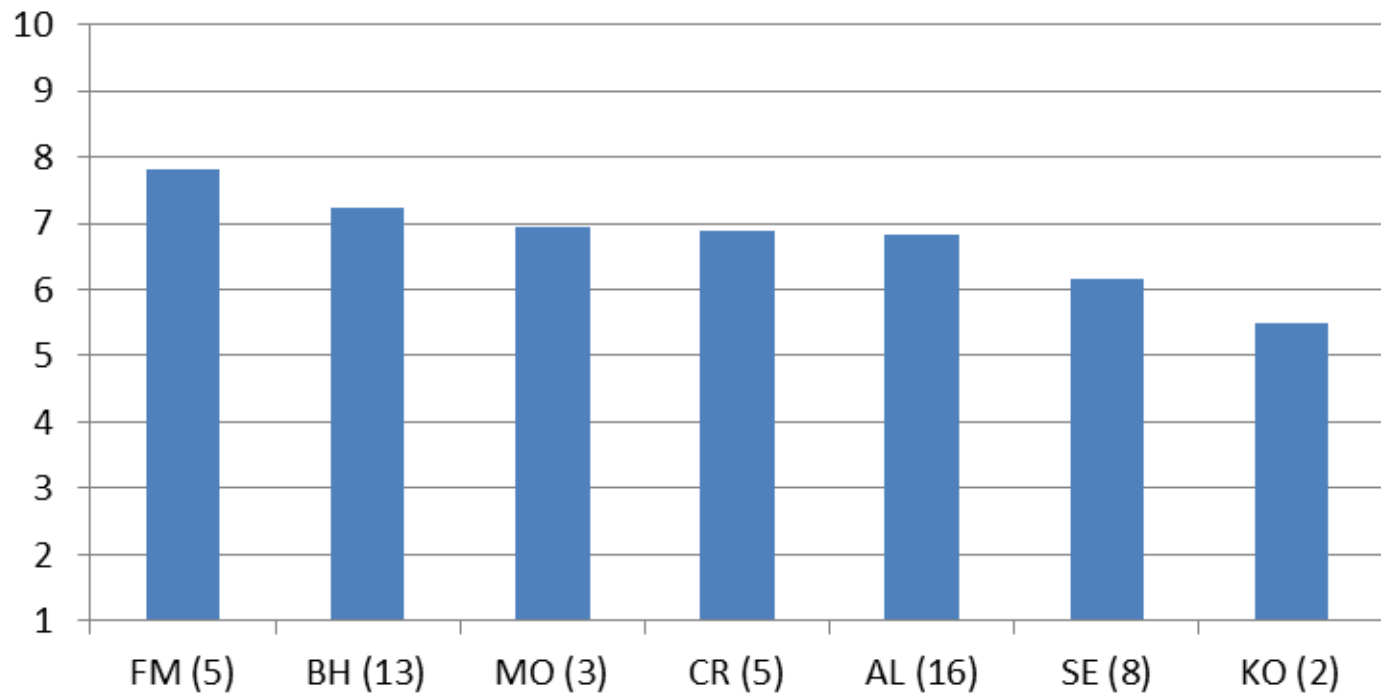
Findings

Quality Assurance Systems (QAS)



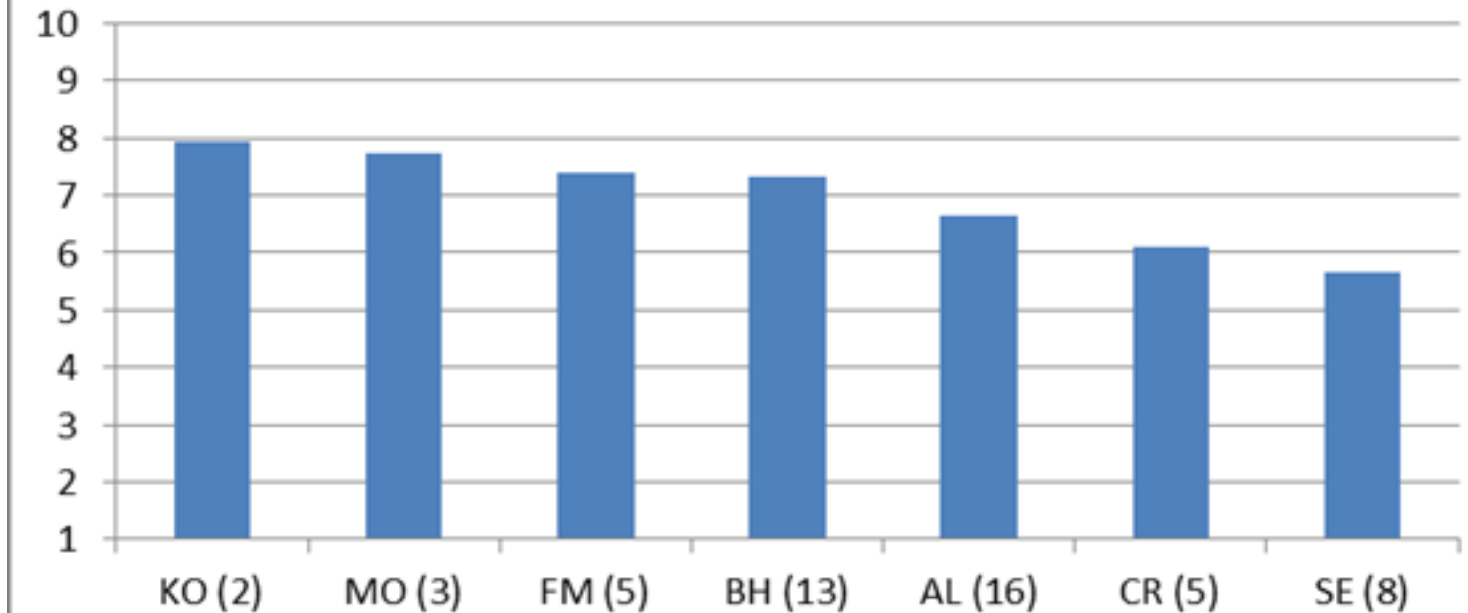
Only 5 universities appeared without QAS (4 from Albania and 1 from Bosnia and Herzegovina)

Strategic Planning Practices



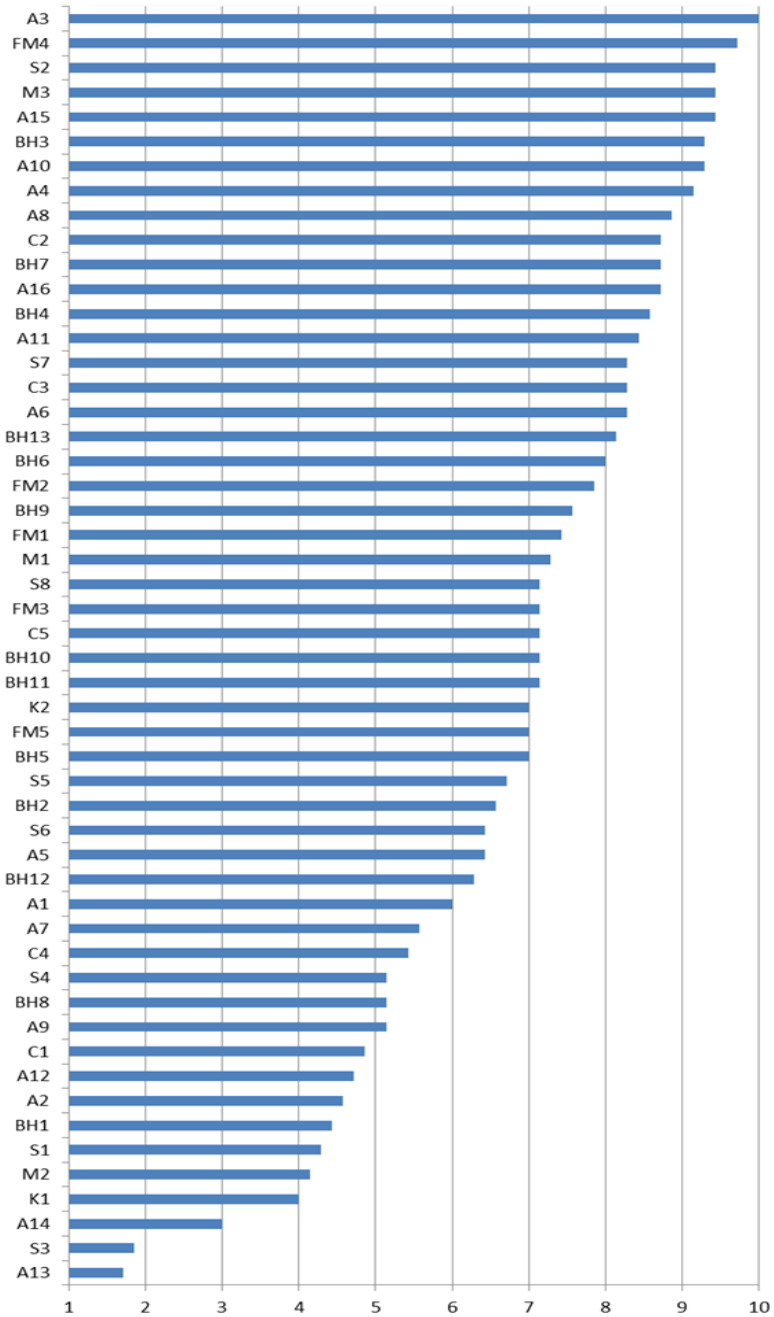
Average scores for strategic planning practices
(Scale: from 1 = not at all to 10 = fully implemented)

Stakeholder Focus Management Practices

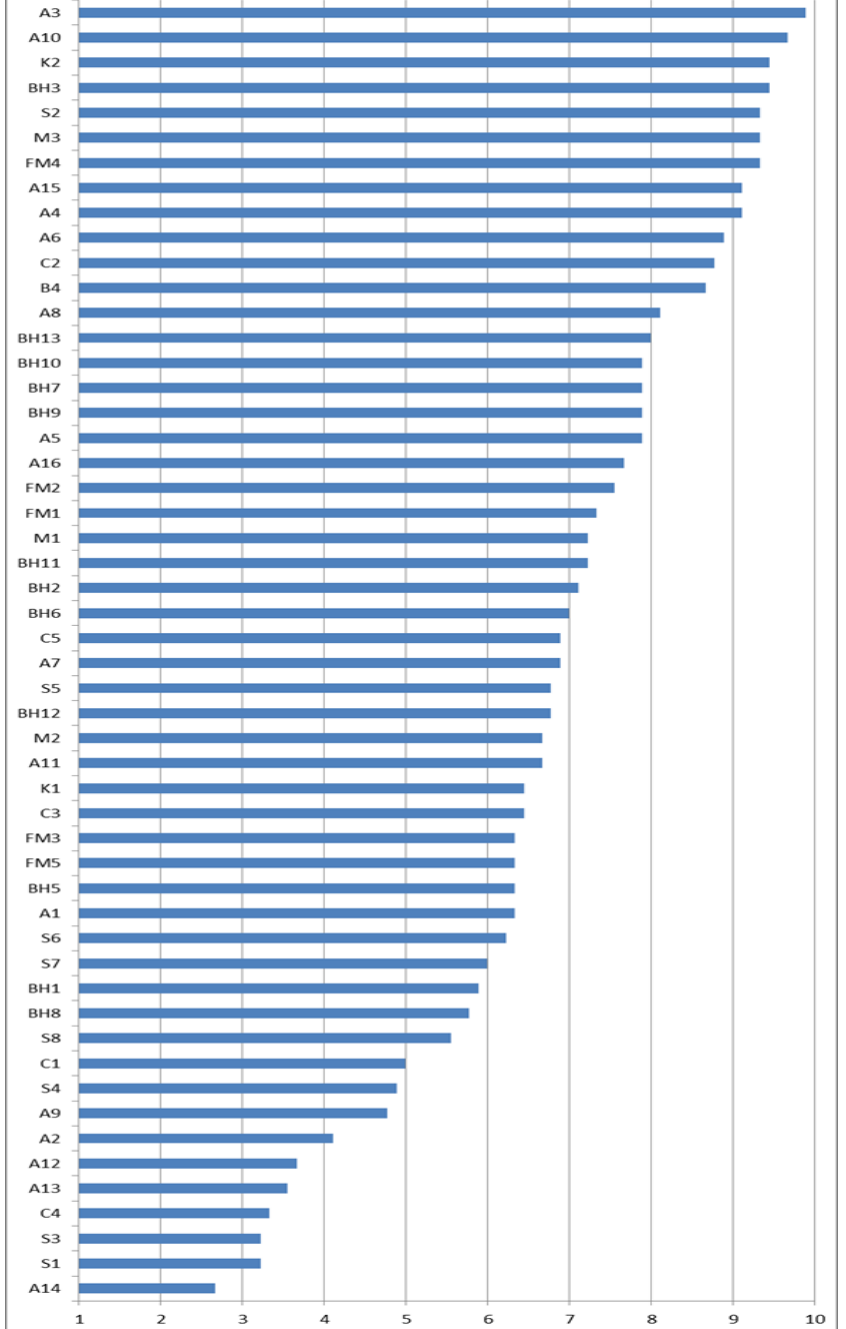


Average scores for stakeholder focus management practices
(Scale: from 1 = not at all to 10 = fully implemented)

Strategic Planning



Stakeholder Focus Management Practices



Average score analysis as related to university characteristic age, size, ownership, and location

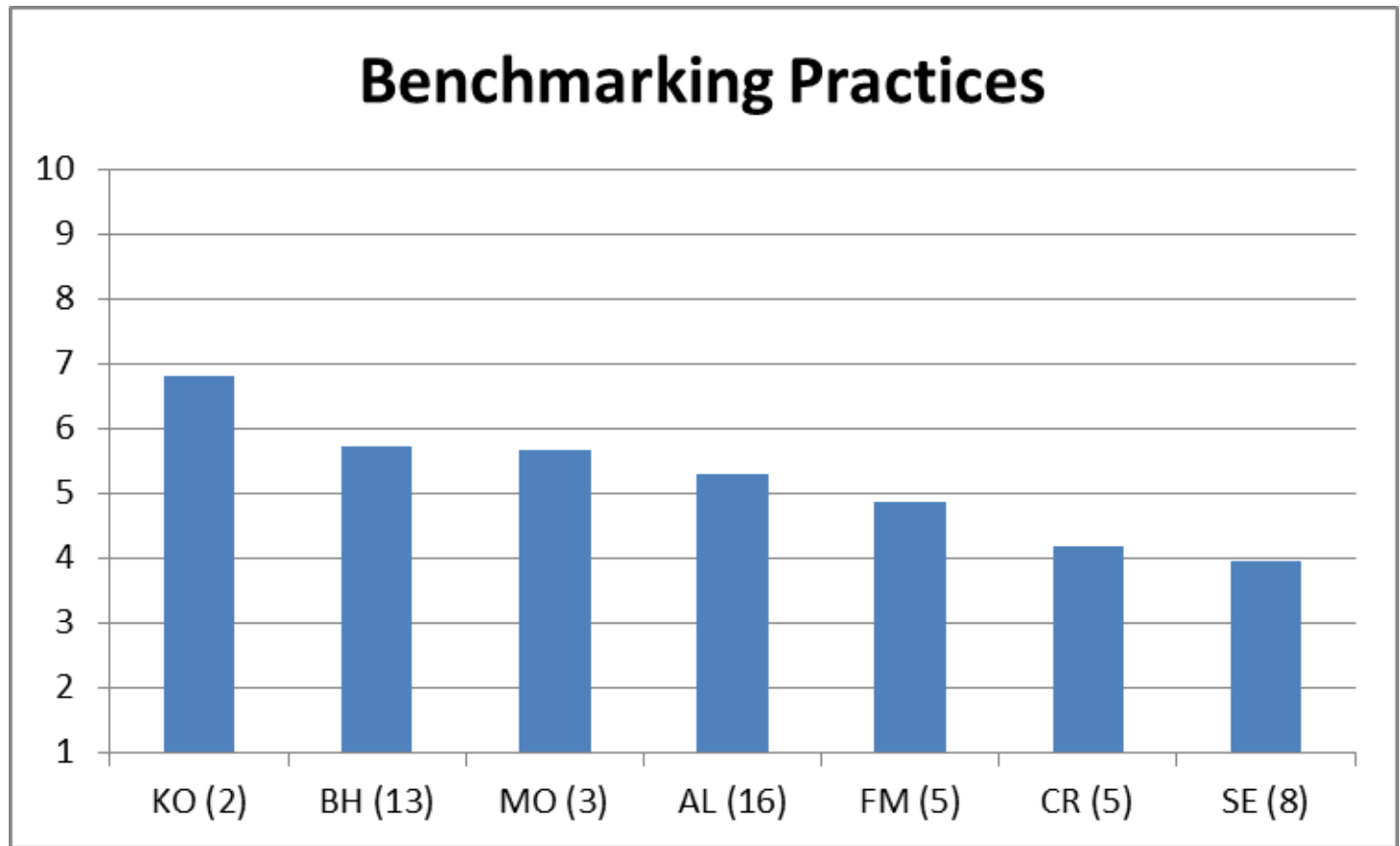
Strategic Planning Practices

	Average scores			Total
	below 4.99	5.00-7.99	above 8.00	
Age				
Old	6	8	5	19
New	4	13	8	25
Just establ.	-	2	6	8
Size				
Small	2	10	6	18
Medium	4	6	7	17
Large	4	7	6	17
Ownership				
Public	7	11	10	28
Private	3	12	9	24
Location				
AL	4	4	8	16
BH	1	6	5	13
CR	1	2	2	5
FM	-	4	1	5
KO	1	1	-	2
MO	1	1	1	3
SE	2	4	2	8

Stakeholder Focus Management Practices

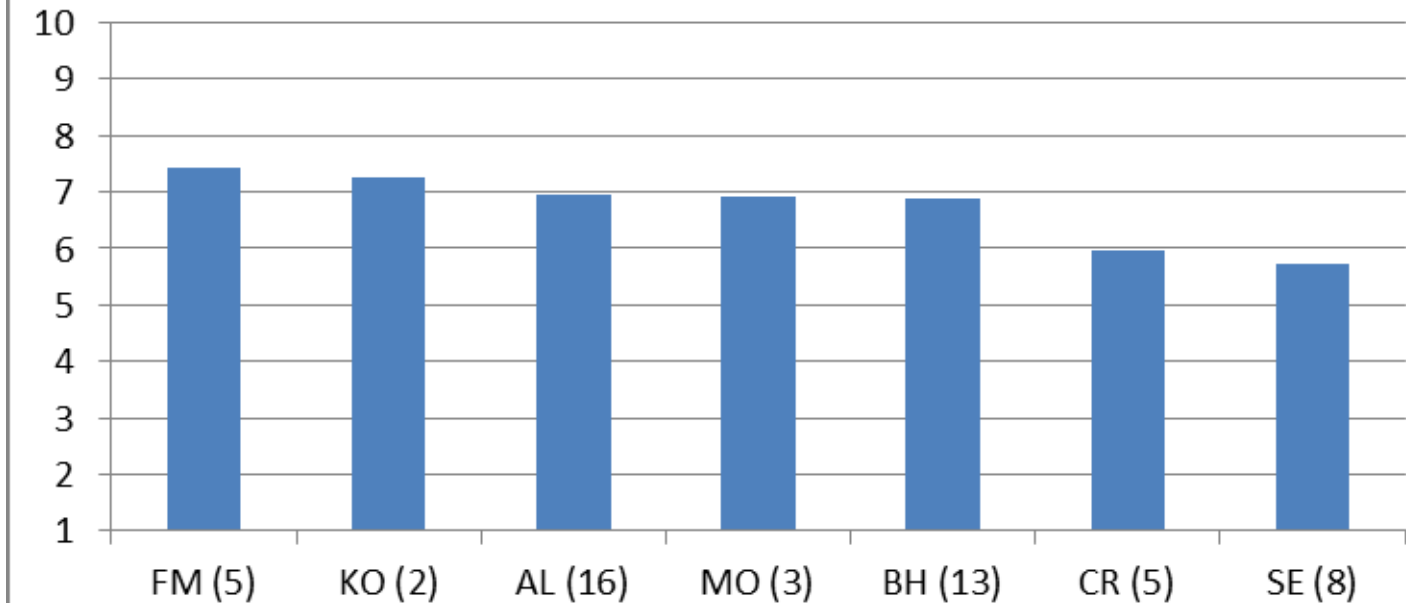
	Average scores			Total
	below 4.99	5.00-7.99	above 8.00	
Age				
Old	2	14	3	19
New	7	12	6	25
Just establ.	-	3	5	8
Size				
Small	4	9	5	18
Medium	3	8	6	17
Large	2	12	3	17
Ownership				
Public	5	18	5	28
Private	4	11	9	24
Location				
AL	5	5	6	16
BH	-	10	2	13
CR	1	3	1	5
FM	-	4	4	5
KO	-	1	1	2
MO	-	2	1	3
SE	3	4	1	8

Scale from 1 (not at all) to 10 (fully implemented)



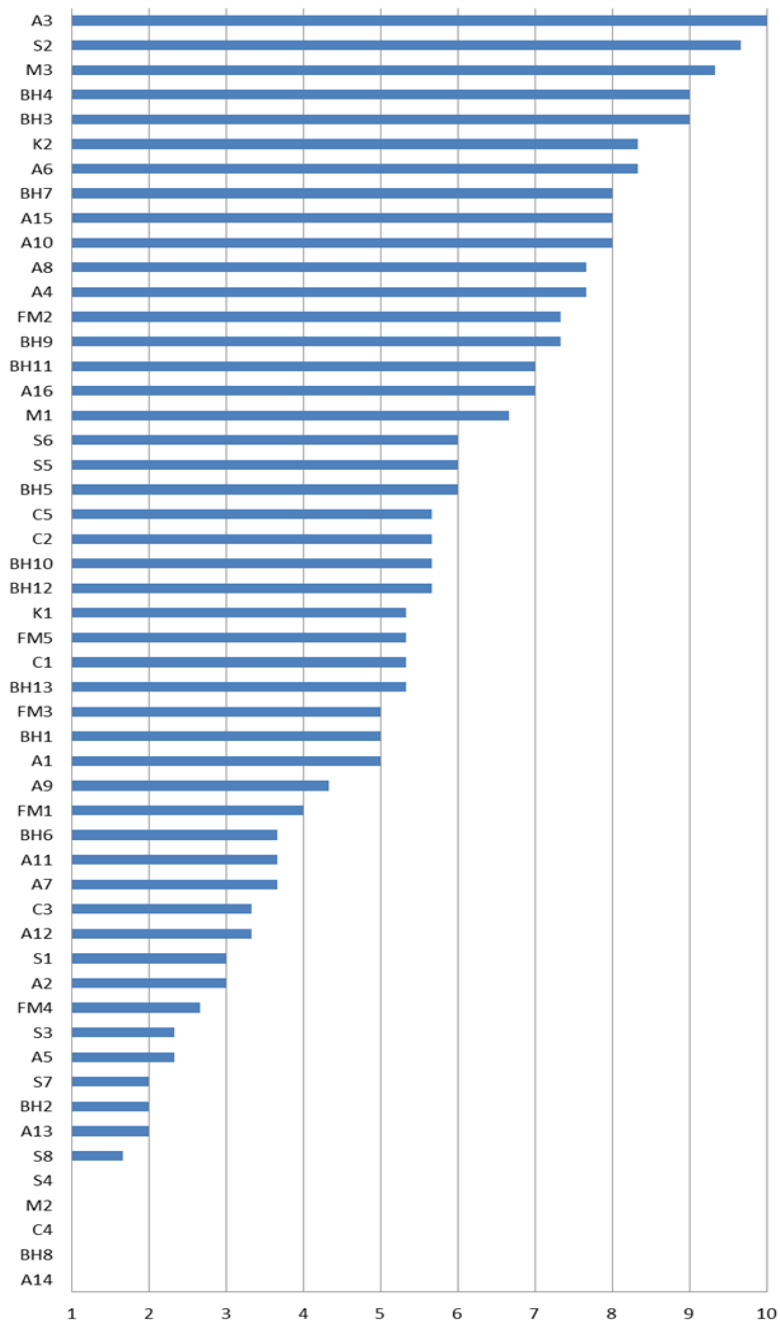
Average scores for benchmarking management practices
(Scale: from 1 = not at all to 10 = fully implemented)

Results Oriented Management Practices

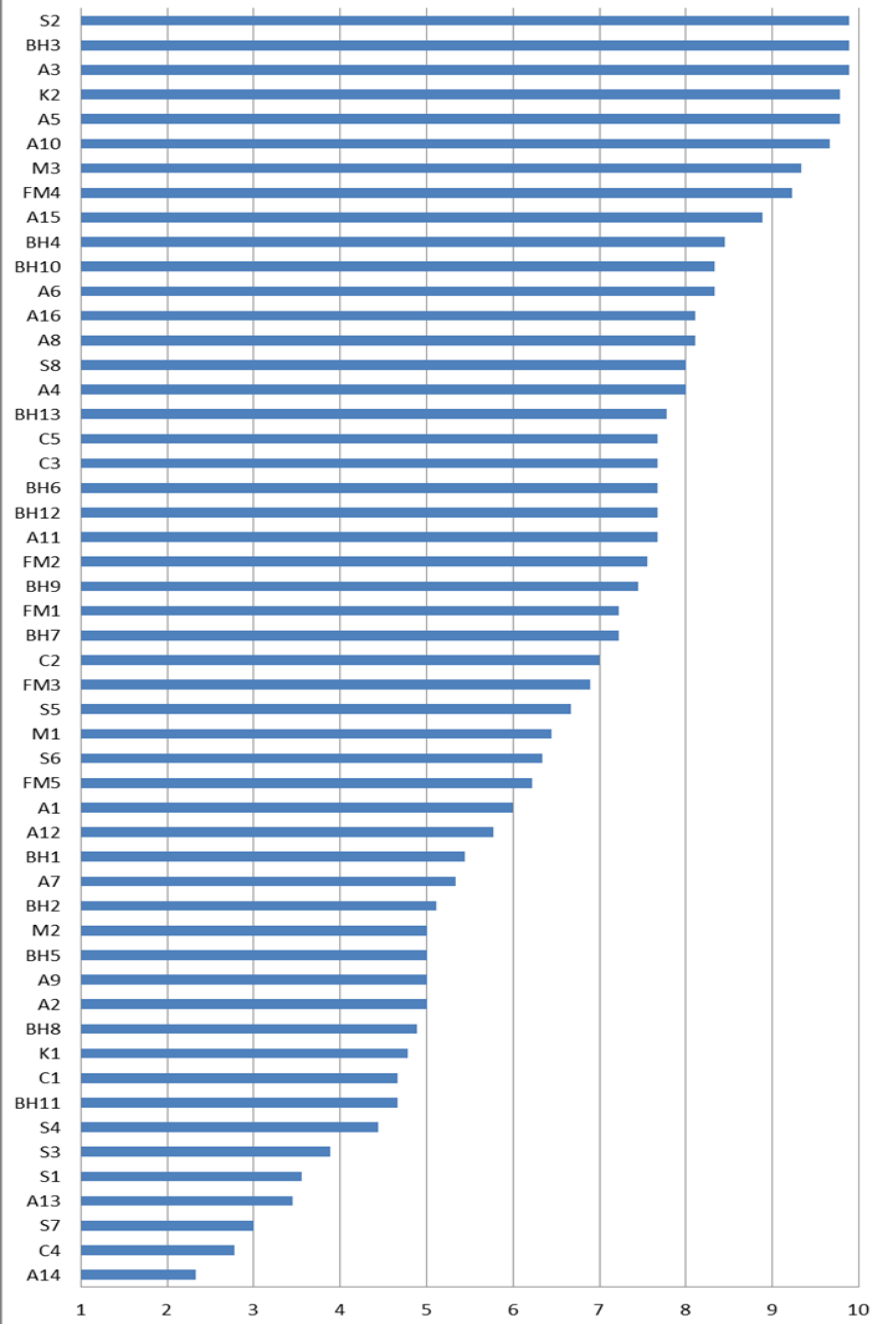


Average scores for results oriented management practices
(Scale: from 1 = not at all to 10 = fully implemented)

Benchmarking



Results Oriented Management Practices



Average score analysis as related to university characteristic age, size, ownership, and location

Benchmarking

	Average scores			Total
	below 4.99	5.00-7.99	above 8.00	
Age				
Old	6	10	3	19
New	13	8	4	25
Just establ.	2	3	3	8
Size				
Small	7	9	2	18
Medium	6	6	5	17
Large	8	6	3	17
Ownership				
Public	12	12	4	28
Private	9	9	6	24
Location				
AL	8	4	3	16
BH	3	7	3	13
CR	2	3	-	5
FM	2	3	-	5
KO	-	1	1	2
MO	1	1	1	3
SE	5	2	1	8

Results Oriented Management Practices

	Average scores			Total
	below 4.99	5.00-7.99	above 8.00	
Age				
Old	5	10	4	19
New	6	14	5	25
Just establ.	-	1	7	8
Size				
Small	3	8	7	18
Medium	4	8	5	17
Large	4	9	4	17
Ownership				
Public	7	17	4	28
Private	4	8	12	24
Location				
AL	2	6	8	16
BH	2	8	3	13
CR	2	3	-	5
FM	-	4	1	5
KO	1	-	1	2
MO	-	2	1	3
SE	4	2	2	8

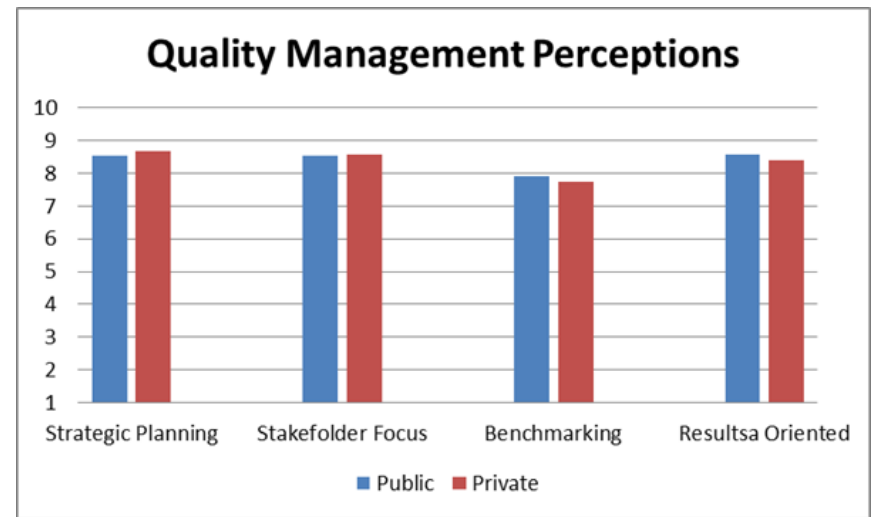
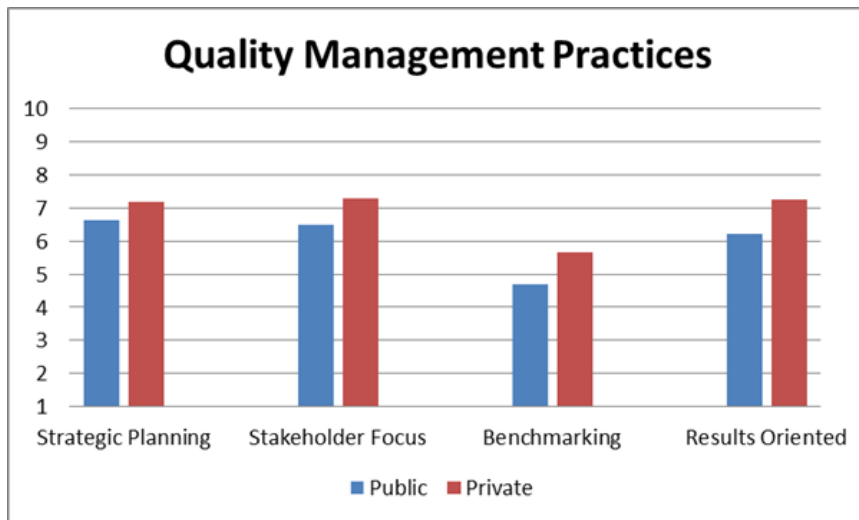
Scale from 1 (not at all) to 10 (fully implemented)

Average scores overall findings concerning perceptions, practices and differences



Scale from 1 (not at all) to 10 (extremely important/fully implemented)

Quality Management Perceptions and Concerns with Public and Private Universities



(Scale from 1-not at all- to 10 - extremely important)

Reflections on the Main Findings

- Identify strengths and weakness in governance capacity using MB terminology:
 - ✓ Fact-based systematic process in place for improving the efficiency & effectiveness of key governance practices for most universities (5.00-7.99)
 - ✓ Above 7.99 might suggested very effective, well-developed systematic process
 - ✓ Below 5.00 plenty of room for improvement

Reflections on the Main Findings (cont.)

- ✓ Strategic Planning and Benchmarking area with least developed high capacities.
- ✓ Benchmarking practices are not developed in the region.
- ✓ Stakeholder Focus and Results Oriented management practices more developed institutional capacity exists.
- ✓ All institutions identify a need for further development.

Reflections on the Main Findings (cont.)

- ✓ Private universities scored slightly higher in strategic planning, stakeholder focus and result oriented practices.
- ✓ Huge variations regarding the governance capacity across the participating universities suggest that universities respond quite honestly and meaningfully to our survey.
- ✓ More in-depth research

THANK YOU

QUESTIONS?