Iskustva u procesu
akreditacije studijskih programa

Programska akreditacija od aplikacije do odluke

Prof. dr. Jasmina Selimović
jasmina.selimovic@efsa.unsa.ba

1

SEBS činjenice i brojke

Ukupan broj studenata BA/MA	cca. 4.000 / cca. 1.200
I ciklus	700 godišnje
II ciklus	300 godišnje
III ciklus	35 godišnje
Četiri lokacije	@ 12.500 m²
Učionice / amfiteatri	27 / 2
9 katedri	11 oblasti
157 zaposlenih	90 fakultetsko osoblje, 67 saradnici
Finansiranje	Budžet 25% Samofinansiranje 75%

2

Uvod u kvalitetu

Kvalitet
imenica | qual·i·ty | \ ˈkwä-lə-tē \

- Merriam-Webster riječnik :
  - *stepen izvrsnosti,*
  - *superiornost,*
  - *društveni status,*
  - *faktori prepoznatljivosti.*

Uvod u akreditaciju

Akreditacija
glagol | ac·cred·it | \ ə-ˈkre-dət \

- Merriam-Webster riječnik:
  - *Ustanoviti ili prepoznati kao izvanredne*

Kvalitet i akreditacija

- Povezano ali različitog značenja
- Kvalitet može biti postignut interno
  - Osiguranje kvalitet,
  - Upravljanje kvalitetom
- Akreditacija je službeno priznanje kvalitete usklađivanjem s međunarodnim standardima

Akreditacija u visokom obrazovanju

- Povrda
- Revizija
- Akreditacija je službeno priznanje kvalitete usklađivanjem s međunarodnim standardima
  - Programska akreditacija
  - Institucionalna akreditacija
- Fokus je na ekonomskim školama i fakultetima

Akreditacijske agencije

- European Foundation for Management Development - EFMD
- Smještena u Briselu, Belgija, s uredima u Aziji, Sjevernoj i Južnoj Americi
- Misija:

  EFMD djeluje kao katalizator kako bi se poboljšala izvrsnost u obrazovanju i razvoju menadžmenta na globalnoj razini
- 900 članova u 86 zemalja

Akreditacijske agencije

- The Association to Advance Collegiate Schools of Business - AACSB
- Sa sjedištem na Floridi USA, uz urede u Singapuru i Amsterdamu
- Misija:

  AACSB je poticanje angažmana, ubrzanje inovacije i pojačavanje utjecaja na poslovno obrazovanje
- 1557 članova u 97 zemalja

Akreditacija

- EFMD
  - **EQUIS -** EFMD Quality Improvement System (institutional)
  - **EPAS** - EFMD Programme Accreditation System
  - **CLIP -** Corporate Learning Improvement Process
  - **EOCCS** - Online Course Certification System

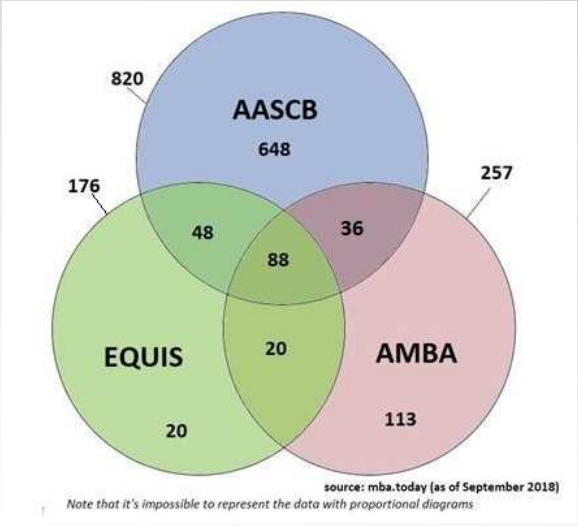
Akreditacija

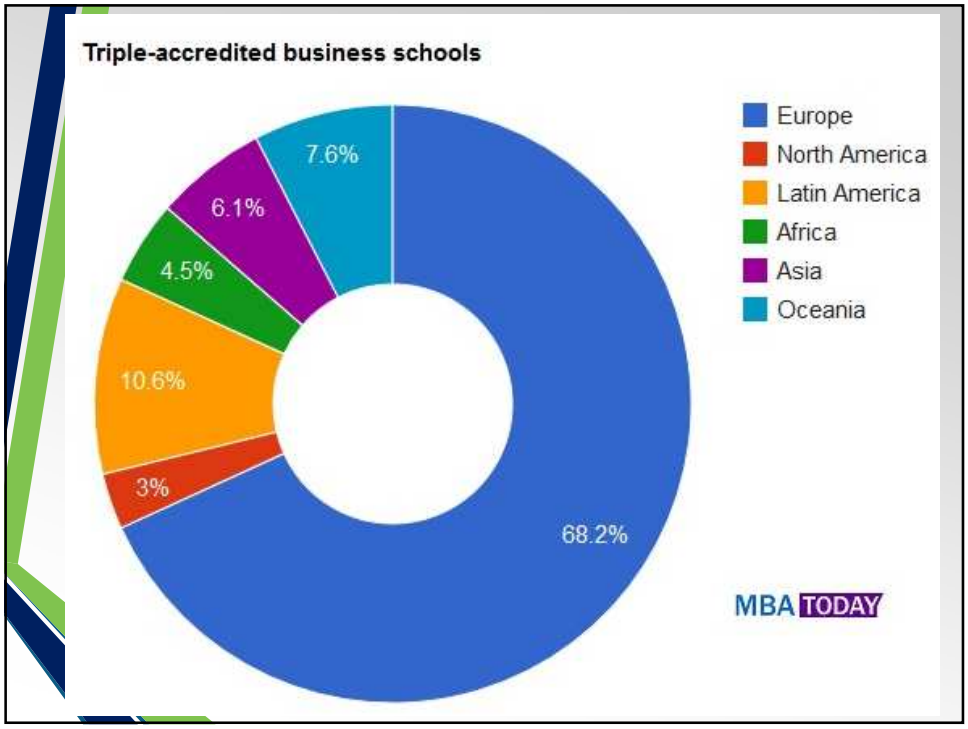
- AACSB
  - Institucionalna akreditacija
    - Biznis
    - Računovodstvo

Akreditacija

- Association of MBAs – AMBA
  - Program (MBA, DBA and Master's Degree)

Triple crown (88 as of Sept 2018) *15K*




Triple-accredited business schools
Europe
North America
Latin America
Africa
Asia
Oceania
68.2%
3%
10.6%
4.5%
6.1%
7.6%
MBA TODAY

The Economist
World politics
Business & finance
Economics
Science & technology
Business education
Trouble in the middle
Is time running out for business schools that aren't quite elite?
Oct 15th 2011
Like 383
Tweet
Steve May

Akreditacija

- Ne elitizam!
- Ali kvalitet
  - Visoki nivo
  - Međunarodno prepoznat
  - Konkurentske prednosti

O SEBS-u

2018	• EPAS re-akreditacija
2015	• EPAS re-akreditacija • AACSB akreditacija
2012	• EPAS akreditacija
2011	• AQA – Austrian Quality Agency akreditacija
2009	• ISO 9001:2008
2007	• Članica AACSB
2005	• Članica EFMD

16

THE TYPICAL ACCREDITATION "PROCESS"

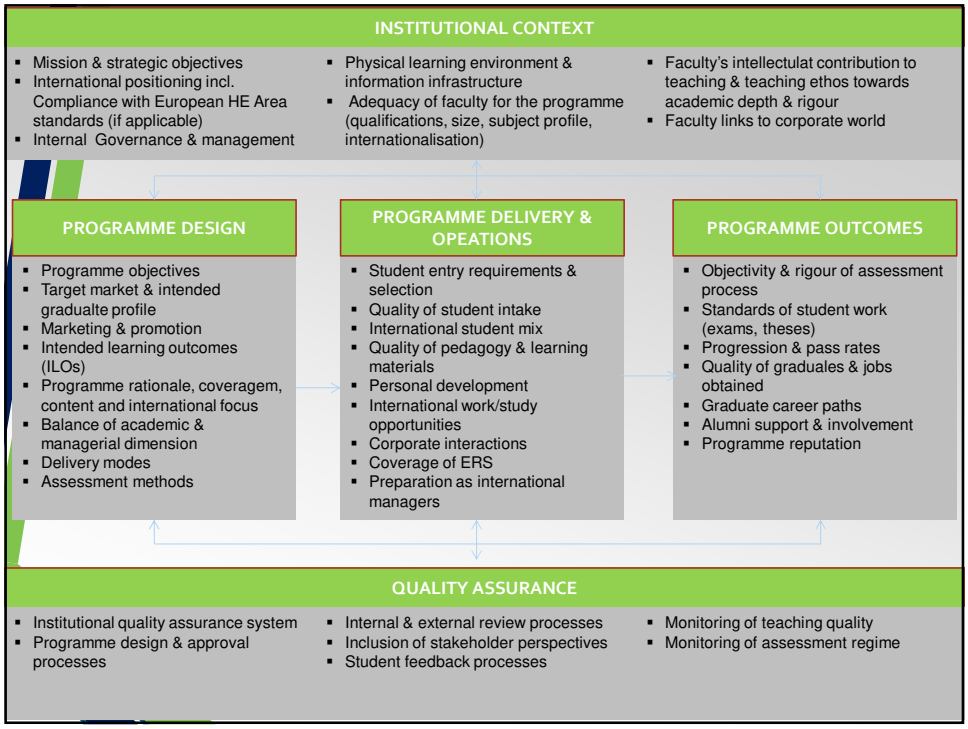
1. Internal "Review"
2. Self-Evaluation Report
3. Site Visit & "Audit"

Programska akreditacija

- EFMD – EPAS

1. Institucionalni i širi kontekst
2. Izrada programa
3. Predstavljanje i rad programa
4. Ishodi programa
5. Procesi osiguravanja kvalitete

UNIVERSITY OF SARAJEVO School of Economics and Business



AACSB akreditacija : 15 standarda

- **Strateški menadžment i inovacije**
  1. Misija, utjecaj i inovacije
  2. Intelektualni doprinosi i ostvarivanje misije
  3. Finansijske strategije i raspodjela resursa
- **Učesnici: studenti, Fakultet i profesionalno osoblje**
  4. Prijave studenata, napredak i razvoj karijere
  5. Dovoljna razvijenost Fakulteta
  6. Upravljanje i podrška Fakultetu
  7. Dovoljno razvijenog i profesionalnog kadra

UNIVERSITY OF SARAJEVO School of Economics and Business

20

AACSB akreditacija: 15 standarda

- **Učenje i podučavanje**
  8. Upravljanje programima i osiguranje učenja
  9. Sadržaj nastavnog plana i programa
  10. Interakcije studenata Fakulteta
  11. Stepen obrazovanja, struktura i ekvivalentnost
  12. Učinkovitost učenja
- **Academic and Professional Engagement**
  13. Student Academic and Professional Engagement
  14. Executive Education
  15. Faculty Qualifications and Engagement

UNIVERSITY OF SARAJEVO School of Economics and Business

Izazovi

- **STVARANJE POVEZNICA S MISIJOM FAKULTETA**
- U svakom standardu, pokazuje koliko su zadovoljeni sastavni elementi misije u procesu donošenja odluka, tj. pokazuje da je je definisana misija glavna temeljna misija za donošenje svih relevantnih odluka.
- **DEVELOPMENT OF DETAILED STRATEGIC AND ACTION PLAN**
  - Explain the process of deriving the strategic and action plan from the mission, have specific numbers, deadlines and responsibilities included in the action plan
- **STUDENT MISSIONS**
  - Define the student mission for every degree program the school offers, have them clearly indicate the target groups for the program and connect them with the school's mission

UNIVERSITY OF SARAJEVO School of Economics and Business

Izazovi

- **POBOLJŠANJE ISKUSTVA MEĐUNARODNOG UČENJA STUDENATA**
  - Povećati broj međunarodnih partnera, organizovati dvostrane razmjene studenata I profesora, dovesti međunarodne predavače.
  - **ERS ISKUSTVO STUDENATA**
  - Uvesti poseban kurs na programu ili odjeljak u silabusu, učiti studente o održivosti i etici kroz različite radionice.
  - **CILJEVI UČENJA- DEFINICIJA I MJERENJE DOSTIGNUĆA**
  - Definisati odgovarajući i rigorozan skup ciljeva učenja, redovno mjeriti postignuće, objasniti kako rezultati izazivaju specifične promjene kako bi se zatvorila petlja kvaliteta.

UNIVERSITY OF SARAJEVO School of Economics and Business

Izazovi

- **UPRAVLJANJE NASTAVNIM PLANOM**
- Detaljno objasniti proces, odvojeno objasniti proces za zajednički organizovane programe, opisati uključivanje osiguranja mjerenja učenja u upravljanje nastavnim planom (revizija, razvoj nastavnih planova i programa itd.)
- **INTELEKTUALNI DOPRNOS I KVALIFIKACIJE FAKULTETA**
  - Posjedovati ažurirane informacije o intelektualnim mjestima cijelog Fakulteta, razviti kriterije rangiranja/kategoriziranja, objasniti kako misija utječe na proizvodnju intelektualnih doprinosa.
  - **POSVEĆENOST I PREDANOST**

UNIVERSITY OF SARAJEVO School of Economics and Business

Tips&tricks

Da – oni postoje!!! ☺

Pravila igre (1)

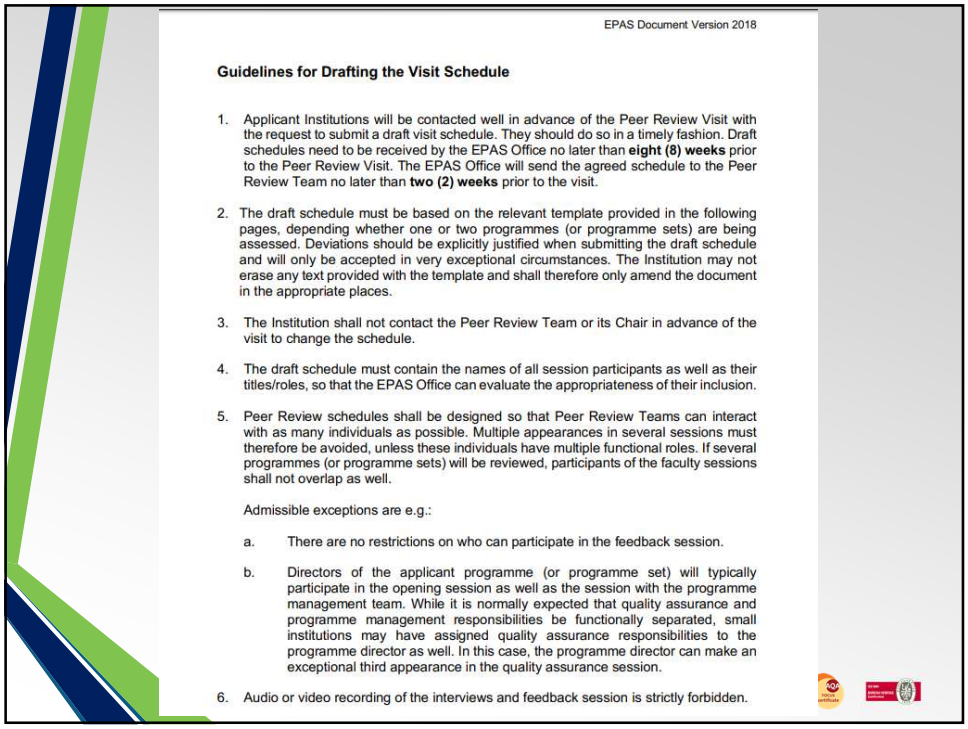
- Posvećenost i odanost...
- Formirati tim...
- Seminari, treninzi i učenje…
- Komunikacija, eksterna i interna...
- Objasniti specifičan kontekst...
- Držati se suštine...
- Provjerti podatke ...

Pravila igre (2)

- Postupno gradite baze materijala…
- Pazite na jezik i poruku koju prenosite...
- Uključite korporativnu zajednicu i alumnije…
- Uključite studente i administrativno osoblje u odbor…
- Ne plašite se svojih nedostataka…
- Promovišite, promovišite, promovišite...
- Nemoj se ugodno osjećati...

Nekoliko savjeta...

- Kada pišete dokumente, budite kritičari
- Pazite na stil pisanja
- Dužina teksta i dodataka (mora biti zadovoljena!)
- Studentski izvještaj (ne smije prekoračiti zadani!)



Guidelines for Drafting the Visit Schedule

1. Applicant Institutions will be contacted well in advance of the Peer Review Visit with the request to submit a draft visit schedule. They should do so in a timely fashion. Draft schedules need to be received by the EPAS Office no later than **eight (8) weeks** prior to the Peer Review Visit. The EPAS Office will send the agreed schedule to the Peer Review Team no later than **two (2) weeks** prior to the visit.

2. The draft schedule must be based on the relevant template provided in the following pages, depending whether one or two programmes (or programme sets) are being assessed. Deviations should be explicitly justified when submitting the draft schedule and will only be accepted in very exceptional circumstances. The Institution may not erase any text provided with the template and shall therefore only amend the document in the appropriate places.

3. The Institution shall not contact the Peer Review Team or its Chair in advance of the visit to change the schedule.

4. The draft schedule must contain the names of all session participants as well as their titles/roles, so that the EPAS Office can evaluate the appropriateness of their inclusion.

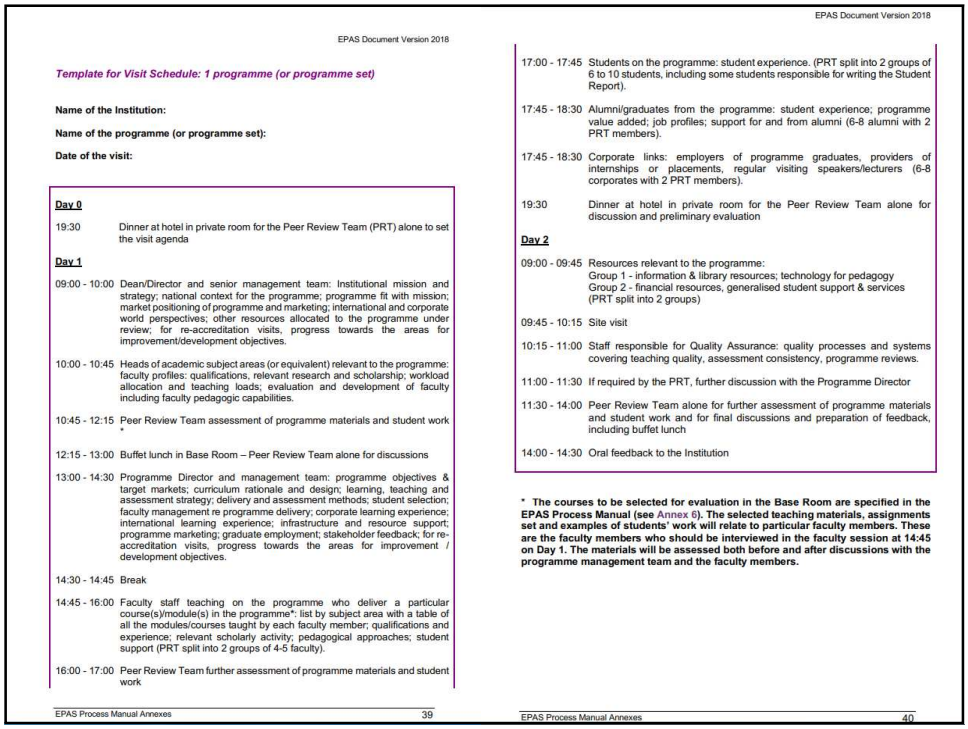
5. Peer Review schedules shall be designed so that Peer Review Teams can interact with as many individuals as possible. Multiple appearances in several sessions must therefore be avoided, unless these individuals have multiple functional roles. If several programmes (or programme sets) will be reviewed, participants of the faculty sessions shall not overlap as well.

   Admissible exceptions are e.g.:

   a. There are no restrictions on who can participate in the feedback session.

   b. Directors of the applicant programme (or programme set) will typically participate in the opening session as well as the session with the programme management team. While it is normally expected that quality assurance and programme management responsibilities be functionally separated, small institutions may have assigned quality assurance responsibilities to the programme director as well. In this case, the programme director can make an exceptional third appearance in the quality assurance session.

6. Audio or video recording of the interviews and feedback session is strictly forbidden.



Template for Visit Schedule: 1 programme (or programme set)

Name of the Institution:

Name of the programme (or programme set):

Date of the visit:

Day 0

19:30	Dinner at hotel in private room for the Peer Review Team (PRT) alone to set the visit agenda

Day 1

09:00 - 10:00	Dean/Director and senior management team: Institutional mission and strategy; national context for the programme; programme fit with mission; market positioning of programme and marketing; international and corporate world perspectives; other resources allocated to the programme under review; for re-accreditation visits, progress towards the areas for improvement/development objectives.
10:00 - 10:45	Heads of academic subject areas (or equivalent) relevant to the programme: faculty profiles: qualifications, relevant research and scholarship; workload allocation and teaching loads; evaluation and development of faculty including faculty pedagogic capabilities.
10:45 - 12:15	Peer Review Team assessment of programme materials and student work *
12:15 - 13:00	Buffet lunch in Base Room – Peer Review Team alone for discussions
13:00 - 14:30	Programme Director and management team: programme objectives & target markets; curriculum rationale and design; learning, teaching and assessment strategy; delivery and assessment methods; student selection; faculty management re programme delivery; corporate learning experience; international learning experience; infrastructure and resource support; programme marketing; graduate employment; stakeholder feedback; for re-accreditation visits, progress towards the areas for improvement / development objectives.
14:30 - 14:45	Break
14:45 - 16:00	Faculty staff teaching on the programme who deliver a particular course(s)/module(s) in the programme*: list by subject area with a table of all the modules/courses taught by each faculty member; qualifications and experience; relevant scholarly activity; pedagogical approaches; student support (PRT split into 2 groups of 4-5 faculty).
16:00 - 17:00	Peer Review Team further assessment of programme materials and student work

17:00 - 17:45	Students on the programme: student experience. (PRT split into 2 groups of 6 to 10 students, including some students responsible for writing the Student Report).
17:45 - 18:30	Alumni/graduates from the programme: student experience; programme value added; job profiles; support for and from alumni (6-8 alumni with 2 PRT members).
17:45 - 18:30	Corporate links: employers of programme graduates, providers of internships or placements, regular visiting speakers/lecturers (6-8 corporates with 2 PRT members).
19:30	Dinner at hotel in private room for the Peer Review Team alone for discussion and preliminary evaluation

Day 2

09:00 - 09:45	Resources relevant to the programme: Group 1 - information & library resources; technology for pedagogy Group 2 - financial resources, generalised student support & services (PRT split into 2 groups)
09:45 - 10:15	Site visit
10:15 - 11:00	Staff responsible for Quality Assurance: quality processes and systems covering teaching quality, assessment consistency, programme reviews.
11:00 - 11:30	If required by the PRT, further discussion with the Programme Director
11:30 - 14:00	Peer Review Team alone for further assessment of programme materials and student work and for final discussions and preparation of feedback, including buffet lunch
14:00 - 14:30	Oral feedback to the Institution

*** The courses to be selected for evaluation in the Base Room are specified in the EPAS Process Manual (see Annex 6). The selected teaching materials, assignments set and examples of students' work will relate to particular faculty members. These are the faculty members who should be interviewed in the faculty session at 14:45 on Day 1. The materials will be assessed both before and after discussions with the programme management team and the faculty members.**

Zašto?

- Kultivira smislene interakcije između studenata i kvalificiranog fakulteta
- Proizvodi dilomante koji su postigli određene ciljeve učenja
- Osigurava valutu nastavnog plana i važnost kvalitetne nastave
- Dokazuje vanjskim zajednicama vašu posvećenost, kvalitetu i kontinuirano poboljšanje
- Priprema studente, ne za danas, nego za sutra!!!

UNIVERSITY OF SARAJEVO School of Economics and Business

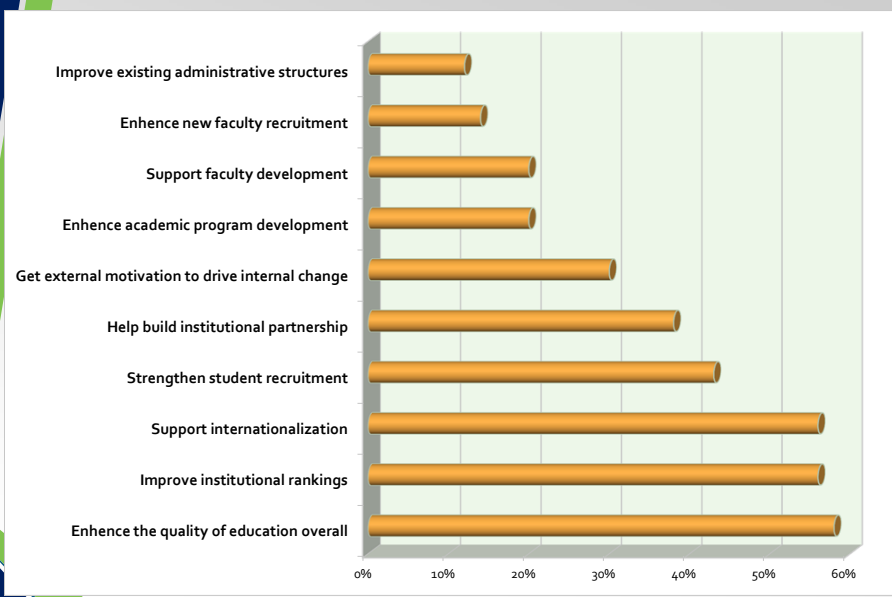
Stvarna vrijednost je… (1)

- Obrazovanje u akreditovanim školama rangirano je kao dobro do izvanredne vrijednosti
- Diplomirani iz akreditiranih škola preporučit će svoj diplomski program drugima
- Sve visoko rangirane škole su akreditirane

UNIVERSITY OF SARAJEVO School of Economics and Business

Stvarna vrijednost je… (2)

- Alumni iz akreditovanih škola kažu kako je njihovo obrazovanje pridonijelo poboljšanju njihove konkurentnosti, proaktivnosti, inovativnosti i kreativnosti
- U većini slučajeva 5 godina nakon diplome većina je imala viši nivo u njihovoj organizaciji/firmi.



Škole bi trebale biti…

- Ko-kreatori znanja (ne samo formalnog)
- Inovatori
- Omogućiti globalni prosperitet
- *Vođe prema uravnoteženijem globalnom društvu!!!*

I za kraj...

- Izvještaj PRT
  - Finalna verzija
- Prezentacija akreditacijskom odboru
- Glasanje
- Finalna odluka s preporukama

ACCREDITED
UNIVERSITY OF SARAJEVO
School of Economics
and Business
EPAS

Thank
you

time for questions
PresenterMedia

EFMD
EPAS
ACCREDITED
Member of
AACSB
INTERNATIONAL
UNIVERSITY OF SARAJEVO
School of Economics and Business
ISO 9001
BUREAU VERITAS
Certification
2018
School of Economics and Business in Sarajevo
University of Sarajevo
Trg oslobođenja – Alija Izetbegović 1
71000 Sarajevo
Bosna i Hercegovina
www.efsa.unsa.ba
UNIVERSITY OF SARAJEVO
School of Economics and Business