

**UNIVERSITY OF SARAJEVO
FACULTY OF HEALTH STUDIES
Bolnička 25
Sarajevo**

**WORK PROGRAMME
of the Dean of the Faculty of Health studies in Sarajevo for mandate period from 2018
until 2022.**

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1. Introduction

Faculty of Health Studies celebrates 45 years of its existence this year, during which it has gone through important development and currently represents respectable institution with clearly defined goal – good quality education of health workers of different profiles. Although the development has been difficult and under the influence of different limiting factors, above all infrastructure. With lot of work and effort of its employees as well as people in the management, the Faculty has managed to preserve its independence and reach impressive level of education process today.

The education is performed according to the Bologna study process (4+1+3), the Curriculum complies with the directive of EU and follows innovations in the area of health studies. The way of studying has been changed, and this year we have the second generations of students at the 3rd cycle of studies. The commitment of the Faculty to follow and manage the quality management system, and acquire 9001:2015 certificate has been confirmed.

The Faculty has managed to clearly define the direction of future development through Development Strategy in period for 2018 – 2028 and by taking into account internal and external context, and through the Action plan it has managed to establish deadlines and necessary actions for accomplishing set goals.

Mission of the Faculty of Health Studies of the University in Sarajevo, as leading educational and scientific institution in health disciplines, is to educate good quality, capable, creative and internationally recognised persons in healthcare who will implement acquired knowledge in practice, and all of that by using the modern methods of education and learning.

Vision of the Faculty of Health Studies is to improve the excellence of healthcare profession by uniting instructional, scientific research and professional activities in order to accomplish optimal knowledge and skills, and ethics of the students who are future health workers in service of their community. In order to accomplish the vision of development we want to continue improving the quality of the studies, increase the quantity and quality of research, further improve international cooperation, organise lifelong learning, and increase visibility.

I would like to emphasise commitment of the faculty, today more than ever, to give maximum contribution within the University of Sarajevo for purpose of strengthening its role as basic support for social development and maintaining leading position among High Education institutions in Bosnia and Herzegovina.

2. Motivation

The wish to give maximum contribution to strengthening the institution that I belong to by personal engagement, and in that way become socially useful, has been crucial for my decision to candidate for the position of the Dean of the faculty. In that sense, my main moving force are students, young people who deserve better conditions of studying, good quality education and prosperous future. Other motivating factors are connected to my character. I consider myself capable and responsible person with ambition which is not directed toward personal but toward collective success. My decision has originated in the process of professional maturing through positions of Coordinator for the 1st cycle of the studies, Vice Dean for the 1st cycle,

quality Manager, Manager of the Office for quality, as well as numerous other works which have helped me to perceive and get to know, through active participation, all processes at the faculty.

3. Spatial and organisational structure of the Faculty of Health Studies of the University in Sarajevo

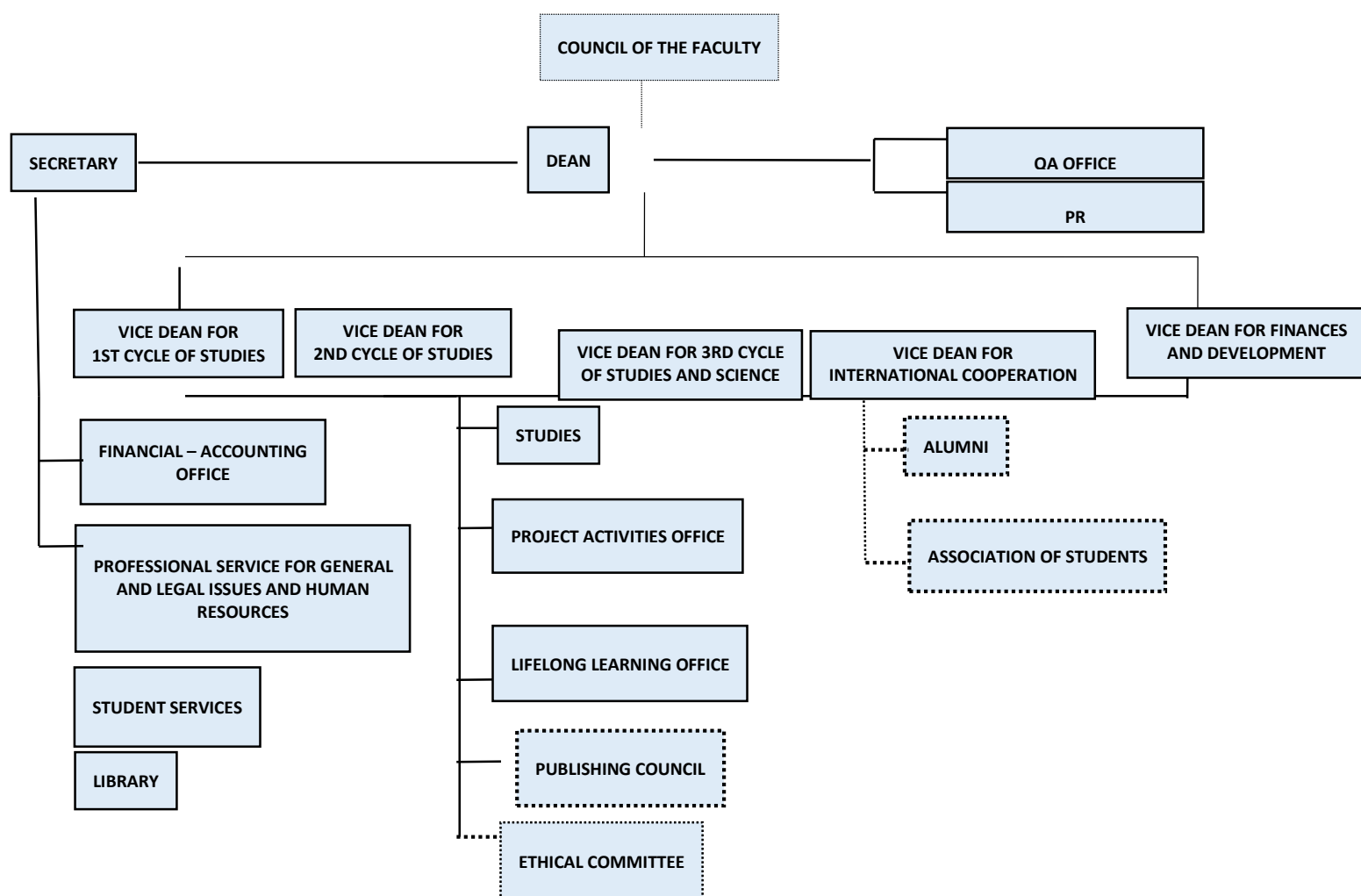
3.1 Spatial capacities

Faculty of Health Studies of the University in Sarajevo is the only organisational unit which has not resolved the question of space. The Space is the key problem for the education process because the number of students as well as the number of full time employees has been increasing every year. Teaching is performed in rented facilities for which large amount of money is used annually. In present conditions, it is not possible to develop excellence and be the partner in project activities, unless the basic conditions are fulfilled: better quality of infrastructure or spatial development. In connection to that, the first step in solving this problem will be creation of projection of necessary spatial capacities according to the number of students and the employees of the faculty, write the study of justifiability which should include detailed activities and investments for solving the problem of spatial and infrastructural resources.

Concrete goals include the following:

- Achieve optimal spatial and functional standard for teaching;
- Ensure adequate space for practical education, research and innovation development;
- Ensure availability to disabled persons and persons with limited mobility in accordance with prescribed conditions and ways of ensuring undisturbed access, mobility and work;
- Ensure adequate space for library and individual learning;
- Achieve optimisation of space and equipment usage;
- Improve cooperation with University Clinical Centre in Sarajevo and other teaching bases that the faculty signed an agreement for purpose of practical education for students;
- Improve cooperation with similar institutions;
- Ensure advanced electronic infrastructure and IT services which includes 100 % wireless network coverage, and adapt IT services to modern teaching, e-learning methods and intensive collaborative activities supported by information technologies.

3.2 Organisational structure



According to the Statute of the University of Sarajevo it is possible to appoint 6 Vice Deans, and by changing the Rulebook on systematization, I appointed five Vice Deans, which means that besides four existing I appointed Vice Dean for international cooperation, and that concludes the work of the Office for International cooperation. Taking into account the importance of applying and including the Faculty into projects, I will form Office for project activities, which will work on planning, gathering project documentation, and implementation of projects.

Basic tasks of the Office for project activities are:

- Gather information about possibilities for financing research, development and innovations and participating in projects of EU funds and programmes.
- Provide support during application and implementation of projects,
- Administrative, financial and accounting monitoring of projects in which the Faculty of Health Studies participates as manager, partner or a third party.

4. Educational process – students, employees and study programmes

4.1 Students

One of the major commitments of the Faculty is the focus on students. That focus should manifest in curriculum based on putting load on students and not on teachers; on making learning outcomes more important than adopted content; on using work methods which put student in the centre of study process, and preparation of students for life-long learning. In that sense I will plead that education concept enables good quality and more efficient studying, which can be done by using modern educational methods which will appreciate the student as studying subject and not as the object of teaching. Advantage of that concept is flexibility in teaching - learning relation, putting students in the centre of attention, and strengthening their feelings of responsibility for their own learning process which should be managed by themselves. My commitment is to put special attention to cooperation with the Association of Students “FLORS” in the following period, and give them support for activities they conduct for purpose of improving students’ status by respecting their independence in work.

Future students are wide population of secondary school students, especially graduates, and other adult persons who would like to study at the Faculty of Health Studies. Activities directed at the future students include promotional activities of the Faculty, which should be intensified in the following period as part of common promotion of the University as well as independent activities of the Faculty. Promotional activities will be conducted by direct contact with potential candidates through making promotional materials as well as over social networks. It is not enough to have good study programmes. It is necessary to inform future students about the goals, activities and offers of the Faculty. In the modern society in which there is a large number of information, the Faculty has to fight for the attention of public through creating its visual identity that will make it recognisable. Visual identity is communicated through institutional instruments/media such as logo, brochures and catalogues. Creation of the simple visual identity will be one of the priority tasks when the future students are concerned.

Concrete tasks for purpose of better promotion of the Faculty are:

- Activities in connection to the image of the institution,
- Strengthening Alumni loyalty,
- Presentation of valid and full information,
- Promotional activities for purpose of increasing number of enrolled students.

Graduated health professionals represent important strength of the Faculty who can, in their professional or private environment, express their positive experiences acquired during studying, and in that way give their contribution to the promotion of the Faculty. Their professional success is surely considered the success of the institution where they acquired their education, and that is why it very important to have permanent contact and communication with them. Graduated students at the Faculty are organised through Alumni Associations, and their work should be intensified. In that sense, I will work on the promotion of work and importance of Alumni Association, connecting former students of the Faculty into Alumni organisation, creation of alumni data base with their personal information and make it

available for purpose of creating future business relations. In connection to that it is necessary to:

- Enable simple on-line registration (link on the web page of the Faculty and on the web pages of the Chambers), fast and efficient access to the information and establishing mutual contact,
- Organise meetings of Alumni Association members with students in order to transfer them their practical knowledge and experiences,
- Organise official meetings of Alumni Association members.

4.2 Employees

Human resources and management of human resources are of crucial importance for successful work of the Faculty and they present the most precious resource in which should be invested in, developed, directed and maintained, so they can remain the most important element of sustainable competitive advantage. Two key activities which are important for the prosperity of the Faculty, and they are connected to the employees, are activities for the support of research and professional development. In the following period I intend to work on securing adequate number and structure of employees, their knowledge, skills, interests and motivation necessary for accomplishing development and strategic goals of the Faculty. Additionally, it is necessary to work more intensively on following needs of scientific-research development of teaching staff give support in process of creating and publishing scientific articles in relevant magazines, and inform them timely about possibilities for financing scientific-research work modern methods of teaching, and possibilities for professional development. Concrete goals for purpose of accomplishing listed goals are:

- Potentiate regular and premature progress of teachers into academic titles according to the current legislature,
- Encourage young staff to make progress, provide them help and support in creating doctoral thesis,
- Ensure mobility of teachers and associates within organisational units of the faculty and international environment,
- Manage human resource politics of the Faculty in accordance to the needs of the teaching process,
- Coordinate structure and number of non-teaching staff appropriate to the quantity of work and tasks in every single activity of the Faculty.

In connection to the administrative services, it is necessary to provide that there is a replacement for each of the employee within the service, in case of inability for work, in order to avoid slowing or stopping individual processes. It is necessary that each service works within its domain in order to avoid multiplying of work. Additionally, it is necessary to create patterns within support services for purpose of following them and to avoid problems with distinguishing documents between teachers and service that provided them.

4.3 Study programmes

There are currently five study programmes at the Faculty. However, there is a need for introduction and development of new study programmes. Related to that, we plan to complete Elaborates for Study programmes of Obstetrics, Nutrition and Occupational therapy for 1st and 2nd cycle of study. I will actively participate in creating and establishing interdisciplinary study programmes at the 2nd cycle within the group of Medical sciences as well as related faculties in the region.

4.4 Lifelong learning

Development of the lifelong learning and education programme of adults is one of the important areas in which the Faculty additionally contributes to the development of High Education and prosperity of the community in which it works. Lifelong education programmes can be developed to an upgrade of knowledge of groups of highly educated persons or for acquiring basic knowledge for participants without high education. For the development of lifelong learning it is necessary to:

- Conduct analysis of needs for new programmes in the region,
- Popularise programmes and bring them closer to potential users,
- Cooperate with similar offices at other faculties,
- Create lifelong learning programmes for students, employees, and external users in cooperation with local community, teaching data bases and other institutions.

Within the activities performed by the faculty there is a need for improvement of **technology** used for teaching, support to administrative and accounting works, work of library and similar. Related to that, I will plead for introduction of new technologies in the following period, with respect to the optimality principle of invested and used during purchase of technologies which are really needed, and which will be maximally used, and for the education of staff for the usage of these technologies. In the following period I will insist on the introduction of tools for e-education, Moodle system. Moodle system is shaped as compatible, flexible, and simple for modifications, and it uses Open source software as technological platform for implementation. It is especially important since there is no need for large financial investments for the installation of Moodle, and for the maintenance of the system, in most cases, the most important is the decision to use this system of e-learning, which is actually the evidence of recognising the importance of raising teaching process to the new quality level. Moodle provides teachers and associates with full computer support in organising, activity planning and teaching online, and it is especially efficient as addition to the traditional classroom teaching.

Some of the more important possibilities of Moodle are:

- creation of large number of subjects on one system,
- planning of teaching – activity schedule, calendar,
- management of users, roles of users, and groups of users in a subject
- testing,

- following activities of students,
- many tools for communication and collaboration between students and teachers.

5. Scientific research work

All the activities planned with the Work Programme of the Dean will be performed in accordance with adopted Development Strategy of scientific research/artistic research work at the University of Sarajevo:

- Improvement of management system of scientific research work
- Creation of scientific excellence and relevance criteria,
- Improvement of research-development work and innovations for purpose of improvement cooperation with economic sector,
- Improvement of international cooperation, mobility of researchers and participation in international projects,
- Introduction of strategic planning and management of investment resources from public and private sector,

According to the Orientation programme of Rector of the University in Sarajevo within the meaning of strengthening of personnel and infrastructural potential of the University of Sarajevo and planned activity that includes encouraging faculties to found institutions as sub-organisational units, with respect to financial justification, one of the major activities in my mandate period will be registration and opening of an Institution as sub-organisational unit of the Faculty. Other health activities included in the Statute of the University of Sarajevo would be performed within the Institute, and that would include providing services of diagnostics, therapy, prevention, and health care. Activities connected to the opening of the Institute include, apart from the request, making the justifiability elaborate and statute draft.

6. International cooperation

International cooperation has an important place in High Education and it is exercised through different programmes such as TEMPUS, ERASMUS+, CEEPUS etc. In performing all the activities the work of the Office for international cooperation was very important and the work has continued more intensively by appointing Vice Dean for international cooperation. I would like to emphasise the mobility of students and teachers of the Faculty as one of the more important conditions for internationalization of the integrated University. In connection to that, Erasmus programme needs to be used more in area of student exchange, and it is necessary to put more effort into awakening more interest in students for going to the foreign institutions, but also for receiving foreign students. Erasmus exchange programme for teachers is an opportunity for realisation of lectures by visiting teachers from European institutions, but also for lectures of our teachers at foreign institutions. This will considerably contribute to internationalisation and international recognisability of the University and the faculty.

Politics of internationalisation will be conducted with help of:

- International contracts, networking and partnerships;
- International projects;
- International study programmes at 1st and 2nd cycle of studies;

- Mobility of students, teachers and other staff.

7. Quality management

Faculty of Health Studies has shown its commitment and determination for improvement of the quality management system by acquiring certification at 9001:2015 norms, and in the future it will support the following principles:

- Interest of students, employers and society in general for good quality education;
- Importance of autonomy with comprehension that autonomy brings huge responsibility;
- Academic programme quality must develop and improve for benefit of students and other users of High Education in European High Education Area of (EHEA);
- Good quality organisational structures must exist for purpose of providing and supporting academic programmes;
- Transparency and usage of external expertise are important in processes of providing quality;
- It is necessary to support culture of quality within the University;
- It is necessary to develop processes in which the Faculty will show its responsibility;
- Providing quality in order to determine responsibility is completely compatible with providing quality for purpose of improvement;
- Processes used must not discourage diversity and innovations.

Providing quality in High Education does not have only one purpose nor it is based on one methodology. It has different meaning in different contexts. My commitment will continue to go in the direction of improving quality management system, because only in that way teaching and supporting processes can function both efficiently and expeditiously.

8. Conclusion

My work at the position of the Dean of the Faculty of Health Studies will be transparent with respect to academic norms, all employees and students. I responsibly claim that all the activities performed will be exclusively in the interest of the faculty and the University of Sarajevo. I set optimal goals in my programme I am ready to take chances for their realisation. I will try to motivate employees for interactive participation in the work of the faculty, which confirms my commitment to team work. I will support employees to develop and cherish the feeling of responsibility for work they perform, because only in that way they will be aware that they are part of the team. When we talk about external context, my activities will be directed to strengthening cooperation with organisational units of the University, teaching bases, competent ministries and public institutions of importance for the faculty.

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