



Update on Tempus studies

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Tempus Information day
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- **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

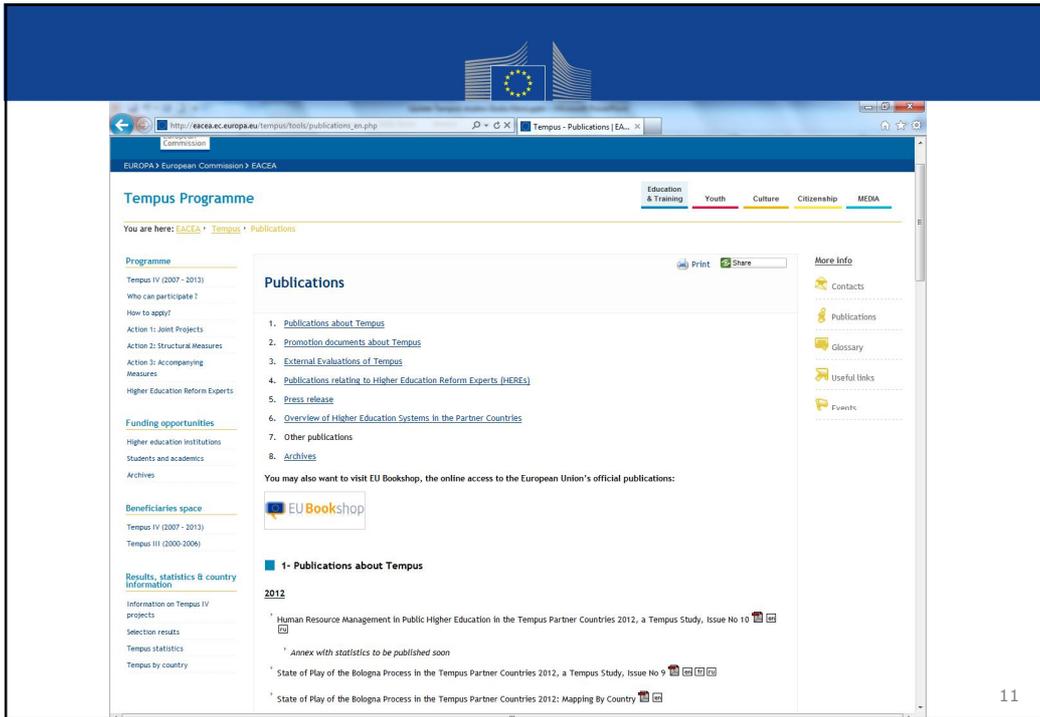
- Need for **national strategies and support** for the development of HR management structures and methods
- Countries with **financing schemes** as parts of their national strategies have managed to **reverse some negative trends** (brain drain, aging, inadequate skills levels of staff)
- Sufficient **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.



The screenshot shows the EACEA Publications page. At the top, there is a navigation bar with the EACEA logo and the text "EUROPA > European Commission > EACEA". Below this, there are tabs for "Education & Training", "Youth", "Culture", "Citizenship", and "MEDIA". The main content area is titled "Publications" and features a list of eight items:

1. [Publications about Tempus](#)
2. [Promotion documents about Tempus](#)
3. [External Evaluations of Tempus](#)
4. [Publications relating to Higher Education Reform Experts \(HEREs\)](#)
5. [Press release](#)
6. [Overview of Higher Education Systems in the Partner Countries](#)
7. [Other publications](#)
8. [Archives](#)

Below the list, there is a section titled "1- Publications about Tempus" with a sub-section for "2012". It lists three publications:

1. [Human Resource Management in Public Higher Education in the Tempus Partner Countries 2012, a Tempus Study, Issue No 10](#)
2. [Annex with statistics to be published soon](#)
3. [State of Play of the Bologna Process in the Tempus Partner Countries 2012, a Tempus Study, Issue No 9](#)
4. [State of Play of the Bologna Process in the Tempus Partner Countries 2012: Mapping By Country](#)

On the left side, there is a sidebar with various navigation options such as "Programme", "Funding opportunities", and "Beneficiaries space". On the right side, there is a "More Info" section with links for "Contacts", "Publications", "Glossary", "Useful links", and "Events".



The screenshot shows the EACEA Information on Tempus IV projects page. At the top, there is a navigation bar with the EACEA logo and the text "EUROPA > European Commission > EACEA". Below this, there are tabs for "Education & Training", "Youth", "Culture", "Citizenship", and "MEDIA". The main content area is titled "Information on Tempus IV projects" and contains the following text:

The Excel table below provides basic details about projects funded under Tempus IV: project number, project type, project title, list of partners and countries, names and e-mail addresses of contact persons, budget awarded and project summary as provided in the initial application.

Table of projects:

When you open the table, you will see a security warning "macros have been disabled". In order to be able to use the table properly, choose the option "enable this content".

You can manipulate the Excel sheet and sort the data using the normal Excel functions.

Please note that, since each row of the table corresponds to one partner, each project appears several times, depending on the number of partners. The partner role is indicated in column F, where APP refers to the applicant (-coordinator) and PAR to partners.

How to use the table

1. To view the list of all projects currently supported under Tempus IV select "APP" from the dropdown in column F ("Partner Role"). From this list you will also be able to see the name of the coordinating institution and the contact person (column I and J).
2. To view the main features of any individual project, notably the partners involved and the summary, select

On the left side, there is a sidebar with various navigation options such as "Programme", "Funding opportunities", and "Beneficiaries space". On the right side, there is a "More Info" section with links for "Contacts", "Publications", "Glossary", "Useful links", and "Events".



Where to find Tempus publications

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

Under **Publications**