

**ИНТЕРНАЦИОНАЛИЗАЦИЯ
ГАРАНТИИ КАЧЕСТВА, АККРЕДИТАЦИИ
И МЕНЕДЖМЕНТА
В ВЫСШЕМ ОБРАЗОВАНИИ**

**INTERNATIONALIZATION
OF QUALITY ASSURANCE, ACCREDITATION,
AND MANAGEMENT OF HIGHER EDUCATION**

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Представленные материалы отражают взгляды участников на принципы и проблемы международного сотрудничества в сфере высшего образования, технологии проведения международной аккредитации академических программ, признания деятельности высшего учебного заведения, выходящего на мировой рынок образовательных услуг, а также структурные преобразования в системе управления современного университета.

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INTERNATIONALIZATION OF QUALITY ASSURANCE, ACCREDITATION, AND MANAGEMENT OF HIGHER EDUCATION

By Editors

S. Zaprugayev and S. Michael

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This edition represents the collection of separate articles and reports presented at the 6th International Conference on problems of quality assurance, accreditation and management in higher education on June 17-22, 2009 at Danubius University, Galati, Romania. The edition follows in the tradition of the previous one by focusing on the critical issue of quality in higher education.

The materials presented in this book reflect the works and research of international participants on the principles and problems of higher education issues relating to international accreditation of the academic programs, international recognition of higher educational institution's activities, and management reform of modern universities in a global society.

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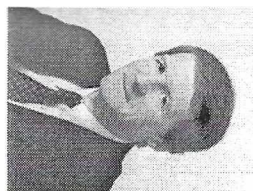
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ОБРАЗОВАТЕЛЬНЫЕ ПРИОРИТЕТЫ РОССИИ И ПРОЦЕССЫ ГЛОБАЛИЗАЦИИ В СФЕРЕ ОБРАЗОВАНИЯ.....	108
<i>В. С. Сенатенко</i>	

СТРАТЕГИЧЕСКОЕ ПЛАНИРОВАНИЕ В УНИВЕРСИТЕТАХ	130
<i>С.А. Запругаев</i>	

THE ACADEMIC DIMENSION OF COOPERATION IN THE BLACK SEA AREA	222
<i>Anisoara Popa</i>	

КОРПОРАТИВНАЯ КУЛЬТУРА КАК УСЛОВИЕ УСПЕШНОГО ОСВОЕНИЯ ОБРАЗОВАТЕЛЬНЫХ ИННОВАЦИЙ.....	231
<i>Филиппов Д.Е., Харитонов Д.В.</i>	

CORPORATE CULTURE AS A CONDITION FOR EDUCATIONAL INNOVATION SUCCESSFUL IMPLEMENTATION	241
<i>D.Ye. Filippov, D.V. Khartanov</i>	

THE IMPACT OF THE CORRUPTION ON THE QUALITY OF TERTIARY EDUCATION	250
<i>Anatolie Donciu</i>	

GETTING AN EDGE IN THE JOB MARKET	256
<i>Amish Shrivastava</i>	

DOCTORAL PROGRAMMES IN EUROPEAN UNIVERSITIES: THE NEW APPROACH	264
<i>S.A. Zapryagaev</i>	

THE EMPEROR HAS NO CLOTHES? RANKINGS AND THE SHIFT FROM QUALITY ASSURANCE TO WORLD-CLASS EXCELLENCE	267
<i>Ellen Hazelton</i>	

Научное издание

ИНТЕРНАЦИОНАЛИЗАЦИЯ ГАРАНТИИ КАЧЕСТВА, АККРЕДИТАЦИИ И МЕНЕДЖМЕНТА В ВЫСШЕМ ОБРАЗОВАНИИ

Под редакцией
С.А. Запругаева и С.О. Майкла

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THE ACADEMIC DIMENSION OF COOPERATION IN THE BLACK SEA AREA

Anisoara Popa

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The goal of this paper is to provide a few comments on the academic dimension of cooperation in the Black Sea Area and examine the implications and impact that globalization has on Higher Education and research in this region. In addition I intend to provide some comments on the question, which arose the first moment I heard of this Project from Professors Steve O. Michael and Sergey Zapryagaev: how does the Association of Black Sea Higher Education Leaders relate to the Black Sea Economic Cooperation and other regional institutions which work in the academic dimension?

First of all I will try to answer the following questions: *what Black Sea Area / wider Black Sea Area means, which are the most important characteristics of it, which are the most important factors/ actors and their educational politics here.* Even if in the strict geographical sense, the *Black Sea Area* consists only of its littoral states the usage of the term "Black Sea Region/Area" in this paper encompasses the simple political-geographic delimitations and refers to a vast region stretching from southeastern Europe into western shores of Caspian Sea. There are geostrategic, economic, and socio-political reasons to link the "Black Sea" area with the wider geographic areas of the Caucasus, the Caspian, and the Balkans.

In the *Wider Black Sea Region* there are states with different situations. Greece, Bulgaria and Romania are EU Member States, Turkey is a Candidate Country and Armenia, Azerbaijan, Georgia, Moldova and Ukraine are covered by the European Neighbourhood Program Countries. The Russian Federation is a Strategic Partner but has no aspirations to EU membership.

¹ Mustafa AYDIN, Regional Cooperation in the Black Sea, in Regional Issues, Threats and Responses, Ankara University Faculty of Political Science Publications No. 1, <http://kitapiyar.ankara.edu.tr/yammetin.php?ocm=dovavalar/ocm/03.htm>

Those who study this region have emphasized some *characteristics* of the Black Sea Area². They talk about the character of a transition region, situated at the crossroads between Europe and Asia, between the Mediterranean and the Euro-Asian worlds, very important for "traffic and trade", as has been shown throughout the history³.

At the moment, this Area is situated at the confluence of three regions of great geopolitical importance: the Balkan Peninsula, Eastern Europe and Asia Minor and the near Middle East.

History shows that the periods in which the Sea has been under the exclusive control of one "power" have been characterized by lethargy and poverty, and those in which it was not monopolized by any one "power" have been characterized by prosperity and progress⁴. The analysts agree with the need to rearrange structures in this region so as to absorb tensions arising from the disappearance of the former USSR⁵ and with the need to overcome the internal problems of the countries in transition towards a market economy⁶. The cooperation of the countries in this area under the framework of regional organizations is a real necessity but globalization brings them into a wider context as well.

But who are the most important actors in this region?

Alongside the states of this region (the littoral states, but especially the traditional powers in this area: the Russian Federation and Turkey) who are active in Regional organizations: BSEC, GUAM — Organization for Democracy and Economic Development (Georgia Ukraine Azerbaijan, Moldova), CDC — Community of Democratic Choice (Georgia, Ukraine), Black Sea Forum for Dialog and Partnership, many other actors assume an important role. Among the most important is the European Union, which by the accession of Romania and Bulgaria became coastal⁷ and NATO, which reaffirmed its mission. We can also observe a bigger interest by the USA with its new emphasis on "national security".

⁷ Matthew T. Black Sea, vol. I, Meridiane Publishing House, Bucharest, 1987, pp. 91–106.

⁸ League NATO and the Black Sea, in Romanian Military Thinking, new series, XVII, February, 2006, <http://www.defense.ro/gmr/Arhive.pdf#2006/Rcvista-1.pdf>, pp. 97–98.

⁹ Regional Organizations in the New Europe/Artiva, pdf/2006/Rcvista-1.pdf , pp. 97–98.

¹⁰ Danubius Academic Foundation Publishing House, Galati, 2001, pp. 16–24.

¹¹ Ibidem, op. cit., p. 94.

There are some very important regional inter-governmental organizations in the Black Sea Area:

Organization of the Black Sea Economic Cooperation (BSEC), established in 1992 by Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russian Federation, Serbia, Turkey, Ukraine;

• *Organization for Democracy and Economic Development* (GLAD) established in 1997 by Georgia, Ukraine, Azerbaijan, Moldova;

• *Community of Democratic Choice* (CDC), established in 2005 by Georgia, Ukraine.

• *Black Sea Forum for Dialog and Partnership* established in 2006 by Armenia, Azerbaijan, Georgia, Greece, Moldova, Romania, Russian Federation, Turkey, Ukraine

Some bodies of these organisations have responsibilities in the *Academic Cooperation in the Black Sea area*. In the framework of the BSEC there are:

• *PABSEC Cultural, Educational and Social Affairs Committee*

• The BSEC Standing Academic Committee -established in 1998 to promote academic cooperation and support joint scientific projects

• The *International Center for Black Sea Studies* (ICBSS) opened in Athens in 1998 to carry out policy oriented and practical research for fulfillment of BSEC goals.

• Also, *Coordination Centre for the Exchange of Statistical Data and Economic Information* — established in October 1993 in Ankara to collect, coordinate, analyze and circulate statistics and economic information from the region.

We cannot agree with Mustafa Aydin who asserts that "academic cooperation between universities of the Black Sea countries was started with the initiation of the *Black Sea Universities Network* in 1997 to identify and enhance intellectual resources needed for sustainable development"⁸.

We emphasize that this began with the initiation of the *Black Sea University Foundation* established in 1992 by Romanian Professor Mircea Malita and a group of Romanian professors⁹. It was the same Mircea Malita who initiated The *Black Sea Universities Network*, in 1997¹⁰.

An important role in joining together to discuss the ways and mechanisms of the effective collaboration between Civil Society Organizations in the member states of the Black Sea Economic Cooperation (BSEC) (Albania, Armenia,

⁸ <http://www.sam.gov.tr/perceptions/Volume10/Autumn/MustafaAydin.pdf>, p.9

⁹ A. Popa, *op. cit.*, p. 39; <http://www.bsounline.org/m2.htm>

¹⁰

Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russia, Serbia, Turkey, and Ukraine) and BSEC, in order to provide the solution of the current social problems in the region, belongs to the *Academic Information Network of South East Europe*, created as a result of the 1st Black Sea Regional Civil Society Forum (CSF) which was held in Yerevan in January 2004, in the framework of International Council on Social Welfare Regional Cooperation Program¹¹.

The Black Sea Trust Cooperation (BST)¹² is part of the German Marshall Fund of the United States (GMF), which is a non-partisan American public policy and grant, which commits the institution involved in promoting a greater cooperation and understanding between the United States and Europe. Founded in 1972 through a gift from the German parliament as a permanent memorial to Marshall Plan assistance, GMF maintains a strong presence on both sides of the Atlantic. In addition to its headquarters in Washington DC, GMF has seven offices in Europe: Berlin, Bratislava, Paris, Brussels, Belgrade, Ankara, and Bucharest. The Black Sea Trust (BST) promotes regional efforts to build political, cultural, and economic networks (*Cross-Border Initiatives, East-East Cooperation*).

The Internationalisation of Higher Education produces a fundamental change and the higher education and research today is characterized by two important phenomena:

• The recent development of international mobility among professors, researchers and students, which reinforces the competition in the education and the research areas.

• The economic competition present in the area of higher education, which brings along the diversification and modernization to universities and research institutions.

The model of the 1980s is no longer relevant. National systems of education, strictly separated from each other, closed off and protected by the power of the State, must develop logistics for internationalisation. The Universities are under national regulations but strongly attracted by the power of the international system. This drastically alters the functioning of higher education and research.

In this new context many actors develop new policies in this region.

The European Union has a new policy towards the Black Sea Area. "*Wider Europe — Neighbourhood: a new framework for relations with our eastern and southern neighbours*" (European Neighbourhood Program-ENP) was

¹¹ <http://www.ainsec.info/index.php?option=content&task=view&id=975&Itemid=58>

¹² <http://www.gmf.us.org/blacksea/>

adopted in 2003, as a response to the enlargement of the European Union¹³. This document expresses the aim of the UE, to develop "a prosperity zone and a friendly neighborhood — a "ring of friends" — with whom the EU enjoys close, peaceful and co-operative relations"¹⁴. The most important objectives are to promote stability, security and the development of states at the EU's borders, to promote sharing European norms and values and the support for the implementation of EU modelled reform in countries at the European periphery. European Neighbourhood Program is a bilateral cooperation between each of the states of this area. The first Plan of actions, which involves 10 countries, was concluded in December 2004 and, in 2005, a special Strategic Partnership with Russia was concluded in four common areas, one of these being education, research and culture¹⁵. The 4th part of this agreement, *Road Map for the Common Space of Research and Education, including Cultural Aspects*, stresses: "In the educational field, Russia has already initiated the integration in the European Higher Education Area via, through its recent accession to the Bologna process and participation in the EU Tempus Programme. The recent creation of the EU Erasmus Mundus Programme opens the way for an increased co-operation. There are also Russian participants in the EU Youth Programme, promoting intercultural exchange and dialogue between young people, youth leaders and youth organizations"¹⁶.

Another very important part of the European policy concerning the Black Sea Area is *The Black Sea Synergy*¹⁷, a new regional initiative of the EU, complementary with the ENP policy and with the Strategic Partnership with The Russian Federation.

The relationship between Black Sea countries and the EU takes into account the experience of some regional initiatives, such as the Danube Cooperation Process¹⁸ and it has been stressed that the approach of the Black Sea Area by EU is connected to the EU Strategy for Central Asia.

¹³ http://ec.europa.eu/world/emp/pdf/com03_104_en.pdf

¹⁴ *Ibidem*, p. 4

¹⁵ http://www.eu2005.lu/en/actualities/documents_travail/2005/05/10-4spaces/4spaces.pdf, for a detailed analyze of the relations between UE and Russian Federation see Michael Emerson, Fabrizio Tassinari, Marius Vahl, *A new Agreement between the UE and Russia: Why, what and when?*, in *CEPS Policy Brief*, Centre for European Policy Studies, No 103/May, 2006, http://shop.ceps.be/download.php?item_id=1331

¹⁶ http://www.eu2005.lu/en/actualities/documents_travail/2005/05/10-4spaces/4spaces.pdf, p.42

¹⁷ http://ec.europa.eu/world/emp/pdf/com07_160_en.pdf

¹⁸ <http://www.stabilitypact.org/infrastructure/DeclarationontheEstablishmentoftheDCP-27May2002.pdf>

In the framework of the Black Sea Synergy, the European Commission "intends to stimulate the interconnection of all countries in the area of the pan-European research backbone GEANT"¹⁹. The document shows that "there is a mutual interest in providing high-speed connectivity between research and education communities and in promoting legal and regulatory harmonization of these countries' frameworks within the EU framework. This would require the set up of independent and efficient regulatory authorities. Furthermore, there is a need to promote the deployment of broadband infrastructure and the introduction of online services in the field of e-Government, e-Business, e-Health and the use of ICT in education and research. The Tempus programme will serve as a useful tool to develop cooperation projects between universities in the EU and Black Sea region, focusing on higher education reform"²⁰.

The institutional structure of the Black Sea Economic Cooperation reflects the preoccupations of this organization for the academic cooperation in this region, in the new context²¹. The Parliamentary Assembly of the BSEC Cultural, Educational and Social Affairs Committee had an intense activity in academic cooperation. The Thirty-First Meeting of the PABSEC Cultural, Educational and Social Affairs Committee will be held in Alexandroupolis between 24 and 25 of September 2008 and will discuss the Draft Report and Draft Recommendation on "Impact of Globalization upon Social Policies in the BSEC Member States"²². At that time, many important documents were adopted, concerning education, cooperation between academic communities of the Black Sea Economic Cooperation (BSEC) member countries and its legal framework, mutual recognition of Higher Education Diplomas, the social, cultural and educational consequences of the EU enlargement for the Black Sea Region or the Bologna Process and the reform of higher educational system in the BSEC countries²³.

¹⁹ http://ec.europa.eu/world/emp/pdf/com07_160_en.pdf, p.7; http://www.blackseaforum.org/Docs/2007_BlackSea_synergy.pdf

²⁰ *Ibidem*.

²¹ See the Annex

²² <http://www.pabsec.org/>

²³ Some of them are:

- Ratification and Implementation of the Black Sea Convention on Cooperation in the Fields of Culture, Education, Science and Information (*report*, rec. 3/1994)
- Cooperation among the PABSEC Member Countries of the Improvement Education (*report*, rec. 10/1995)
- Cooperation of the Academic Communities of the BSEC Member Countries and its Legal Framework (*report*, rec. 27/1998)

The educational activity of the Black Sea University Foundation in this new context was impressive. This non-political and non-profit organisation set up in 1992 by Mircea Malita and a Romanian academic group, was focused on training young researchers, economists, managers, teachers or professionals through post-graduate summer courses, held in various Black Sea resorts²⁴. The main directions of BSUF program are:

- Conflict prevention and resolution,
- Political culture and culture of peace,
- Public administration and distance teaching.

Some hundred summer courses were organized, covering a large diversity of subjects, such as: "Globalism and Regionalism. A new role for Universities" (organized with BSUN and CEPES UNESCO), Problems of environment in the Black Sea Region, Transportation, Sustainable Development, Religions in the Black Sea Area, the 1999 Eclipse project, Energy efficiency, the Future of Europe, the Euro regions and cooperation.²⁵

Inspired by the exchanges that the Black Sea University Foundation had with the Baltic Sea University (Uppsala) and the University of the Mediterranean Sea (Rome), Mircea Malita took the initiative to set up a network of Black Sea universities.

The Constitutive Conference of the Black Sea Universities Network (BSUN) was organized in collaboration with Ovidius University of Constanta, whose rector, Professor Adrian Bavaru, became the first president of the network²⁶. At present, BSUN numerates more than 100 universities. Stefan Barudov, Rector of the Varna Technical University is the president and Romanian professor Eden Mamut is the Director of Black Sea Universities Network²⁷.

²⁴ Mutual recognition of Higher Education Diplomas by the PABSEC Member-Countries (*report, rec. 31/1998*)

²⁵ Black Sea Universities Network: Contribution to the BSEC Academic Cooperation (*report, rec. 56/2001*)

²⁶ Role of Culture in the Development of the BSEC Region (*report, rec. 70/2003*)

²⁷ Cultural, educational and social aspects of the EU enlargement: consequences for the Black Sea Region (*report, rec. 86/2005*)

²⁸ The Bologna Process and the reforms of higher educational systems in the BSEC countries (*report, rec. 97/2007*)

²⁹ I attended, as student of the National School of Political and Administrative Studies from Bucharest, the first course organized by the University of the Black Sea, in May, 1993, on *Process of the European Union* and two others, later, on *Geopolitics in the Black Sea Area* and on *The Quest for European Values*.

³⁰ For all the Seminars organized by Black Sea University Foundation starting from 1993 see: <http://www.bsufonline.org/m5.htm>

³¹ http://www.bsufonline.org/m3_1.htm

³² *Ibidem*

In the first Article of the Statute of BSNU it is stressed that "The BSUN was founded for the purpose of developing educational, scientific, and cultural cooperation and exchanges among the Universities of the BSEC Member States and other institutions with similar concerns"²⁸. In 2006, the theme of the Congress of the BSUN was "Excellence in Education and Research for Sustainable Development in the Black Sea Region"²⁹. The last Congress of the Black Sea Universities Network, from 2nd-5th of April 2008, held in Kyiv, Ukraine was a "Forum on Higher Education" with the purpose of strengthening the universities' role in the development of the Black Sea region and deepening of regional collaboration in educational, scientific and other areas³⁰. During the Forum, the Congress of Rectors of the BSUN members was held.

The major projects listed at the decennial anniversary are interesting³¹:

- The Five Seas Academy of International Studies and Partnership (Black Sea, Sea of Marmara, Aegean Sea, Mediterranean Sea, Adriatic Sea) is the symbolic name for an International Studies Centre (distance learning for Master and PhD degrees³²)
- Research and Applications of Information Technology in the Higher Education System
- Setting up the European Centre of International Conferences
- Setting up the Five-Sea Diplomatic Academy (director Virginia Mircea)
- Developing the Regional Conflict Prevention Centre on the basis of the BSUF/CPSC structure and experience
- Cooperating with SNSPA in order to develop the Faculty of International Relations
- Establishing a Communication Centre and intensively using the web for networking activities (courses or conferences)
- Establishing the Laboratory for Information Technology in Education and SMART project launch (director Ana-Maria Marhan).

Conclusions

Because from the historical point of view, the Black Sea was prosperous when it was free and not under the authority of a single power, the internationalisation of the educational system should have beneficial effects in this region.

²⁸ http://www.bsun.org/index.php?option=com_content&task=section&id=4&Itemid=27

²⁹ <http://www.aso.zsi.at/bg/veranstaltungen/1447.html>

³⁰ http://forum.bsun.org.ua/download/cfp_en_3.pdf

³¹ http://www.bsufonline.org/m8_2.htm

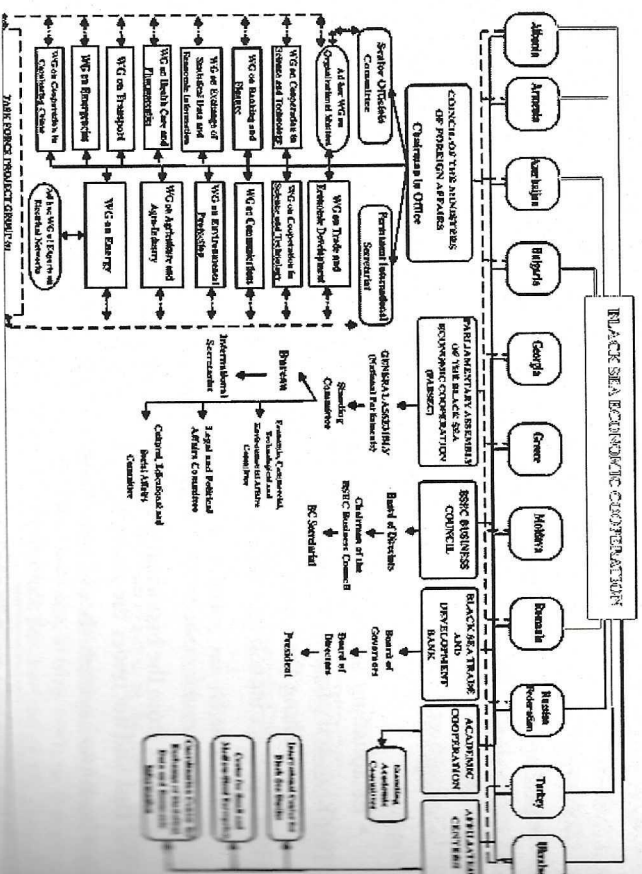
³² <http://www.bsufonline.org/m6.htm>

We could also talk about the Educational dimension of Geopolitics, an "Educational Geopolitics", as a soft power, which comes along with hard/strong politics in the new context of competition in the educational market. This could have positive effects on the quality of higher education in this region.

Our investigation leads us at the conclusion that the relation of the *Association of Black Sea Higher Education Leaders* to other bodies, which are active in the education and research field in the region, could be an important step towards a better understanding of the realities in this area, in order to find the best solutions.

Romania has an important contribution in the academic cooperation of the Black Sea Area through the Black Sea Foundation, Black Sea Universities' Network and throughout the activity of Danubius University, in the framework of this Association and hopes to increase this contribution in the future.

ANEXE



КОРПОРАТИВНАЯ КУЛЬТУРА КАК УСЛОВИЕ УСПЕШНОГО ОСВОЕНИЯ ОБРАЗОВАТЕЛЬНЫХ ИННОВАЦИЙ

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В докладе рассматриваются механизмы формирования восприятия внутренними аудиториями университета образовательных инноваций. Сердцевинной этого процесса является корпоративная культура вуза, включающая в себя миссию, видение, корпоративные философию и кодексы. Также объектом анализа становятся инструменты продвижения ценностей корпорации. Особое внимание уделяется взаимосвязи между уровнем развития корпоративной культуры и эффективности внедрения образовательных инноваций в Челябинском государственном университете.

Понимание специфики освоения образовательных инноваций в учебных заведениях невозможно без представления о корпоративной культуре вуза как о системе духовных, нравственных ценностей, традиций, обычаев, неписанных и писанных правил [1], формирующих сферу интересов определенной организации (корпорации) [2]. При этом одной из важнейших задач корпоративной культуры является информирование работников о делах своей организации и помогать им доводить свои мнения до руководства. То есть устанавливать двустороннее коммуникационное движение. Однако необходимо помнить, что ценности корпоративной культуры находятся между позицией руководителей и подчиненных [3].

Важным аспектом корпоративной культуры ГОУ ВПО «ЧелГУ» является формирование среды, стимулирующей переход к формированию вос-