

HE governance and management

Assessment Question	<i>How far does HE in BiH demonstrate good governance and management?</i>	
Judgment Criterion 1	Good governance and management is a strategic goal in the HE policy frameworks of the competent authorities (state, entity, cantonal and district level) and institutions (public and private HEIs and agencies).	
Indicator 1a	Good governance and management is an explicit goal in the HE policy frameworks of the competent authorities and institutions in BiH.	
Indicator 1b	The competent authorities and institutions have defined performance indicators, monitor governance and management and take actions to address gaps.	
Data sources	Policy frameworks & strategies of Cantons, Entities, Brčko District, State; Institutional Development Plans of HEIs; relevant policies of HE agencies	
Data collection	Documentary analysis	
Indicator 1c	The competent authorities and institutions follow up on strategic goals with a programme of support and/or activities designed to enhance governance and management.	
Data sources	Selected authorities, HEIs, HE agencies	Strategies and /or development plans of Cantons, Entities, Brčko District, State; HEIs
Data collection	Interviews with key informants	Documentary analysis
Judgment Criterion 2¹	A good balance exists between the autonomy of HEIs and their public accountability	
Indicator 2.a	Decision making processes are efficient, fair, transparent and accountable	
Indicator 2.b	Governance processes are efficient, fair, transparent and accountable	

	Key external figures are involved appropriately in deciding strategic issues		
	Decision makers/senior managers are appointed in an efficient, fair and transparent manner		
	Stakeholders are involved appropriately in the internal quality assurance of HEIs		
Data sources	HE Policy and planning documents	Sample of VCs/Rectors and Policy makers	Sample of stakeholders
Data Collection	Documentary analysis	Interviews	Participative research workshop
Judgment Criterion 3	Effective relationships between authorities, institutions and stakeholders		
Indicator 3.a	Co-operation between universities, industries and stakeholders is promoted and supported		
Indicator 3.b	Policy dialogues is fostered between authorities and universities		
Data sources	HE policy and planning documents	Sample of VCs/Rectors and Policy makers	Sample of stakeholders
Data Collection	Documentary analysis	Interviews	Participative research workshop
Judgment Criterion 4	The HE system is characterised by transparency and trust and is without corruption		
Indicator 4.a	The system is reliable, public funds are used efficiently and properly, payments are made regularly and on time		
Indicator 4.b	The staff student ratio fulfils the needs of students and does not put impossible demands on staff		
Indicator 4.c	The profile of the student population is appropriate		
Indicator 4.d	Student progression and achievement is monitored and appropriate targets are set and achieved		
Indicator 4.e	Time to graduation/completion rates per year are monitored and appropriate targets are set and achieved		
Indicator 4.f	Graduate employment rates are monitored		
Indicator 4.g	Clear and impartial information on HE exists including monitoring information on programmes and awards		

Data sources	Strategic reviews, action plans at government and institutional level	Sample of VC/Rectors and Policy makers
Data collection	Documentary analysis/HEI survey	Interviews