A Need for More Transparency in Higher Education

The University Governance and Quality Assurance Program

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The World Bank/CMI

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Structure of the presentation

• A need for more transparency
• University Governance Screening Card
• Zooming in on accountability
• Europe – from ‘hard’ to ‘soft’ steering
• Next steps
A source of concern – and different patterns from Europe

Unemployment rates of TE graduates in MENA countries

Source: Benchmarking Governance, 2013 – based on Author’s calculations and OECD data
More transparency is needed through...

- HE Management and Information System, Key Performance Indicators, M&E (“No data, no progress”)
- Surveys
- Scorecards/screening cards
- Benchmarking clubs
- Tracer studies
- Labor market observatories
- (Multidimensional) rankings
- ...
University Governance Screening Card

• World Bank works with a network of 100 universities that have applied the screening card in 7 countries
• First phase: development and application of UGSC
• Now second phase (action plans, capacity building, community of practice)
• Followed by second round application of screening card
## Participating universities by country and status

<table>
<thead>
<tr>
<th>Country/Status</th>
<th>Public</th>
<th>Private not-for-profit</th>
<th>Private for profit</th>
<th>Total</th>
<th>Action Plans*</th>
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<tr>
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<td>1</td>
<td>9</td>
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<tr>
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<td>10</td>
<td><strong>100</strong></td>
<td><strong>54</strong></td>
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Zooming in on accountability

Diagram showing the components of accountability:

- **Mission**
- **Participation**
- **Management**
- **Accountability**
- **Autonomy**

Branches from Accountability:

- **Education Quality**
  - Quality Assurance (3 elements)
  - Standardized Sanctions

- **Social Responsibility**
  - Insertion Surveys
  - Dissemination of Surveys
  - External Communication

- **Financial Integrity**
  - Availability of Information
  - Audit
  - Sanctions
Europe - changing role of the state

• From “hard” steering
  – through (detailed) legislation
  – ‘standards’
  – inspection approach

• To “soft” steering
  – performance-oriented financing
  – incentives (e.g. competitive funding)
  – quality assurance (fitness-for-purpose)
  – in the context of agreed learning outcomes
  – increasing importance of transparency tools – feeding back into higher education steering

• From ‘quality control’ towards shared responsibility

Where do MENA countries stand?
Next steps

• Further highlight **necessity to “turn on the lights”** – more transparency in higher education

• **Connect transparency efforts**

• **WB governance network, 2014:**
  
  • Work on **action plans**, based on results screening card
  
  • **Regional event** (12/13 June, Tunis) with 100 universities network, national governments, QA agencies, partners and experts participating – and TA
  
  • **Publication** on good practice examples
  
  • Design of **training modules**
Timeline
Regional 100 University Governance Program

**Activities**
- Ongoing consultations, incl. via Arab League
- ‘Benchmarking Governance”, other knowledge products

**Outputs**
- Tested, innovative university governance benchmarking tool, endorsed by Arab League
- Governance action plans of individual universities
- Enhanced benchmarking tool

**Pre- FY 14**
- Dissemination of ‘Benchmarking Governance’ Report, Sept. 2013

**FY 14**
- VC Consultations with University Network: Nov. 2013: next phase of program; May 2014: action plans
- Regional Event on Governance and Quality Assurance, Tunis June 2014
- ‘Raising the Bar. Excellence in university governance in MENA’ Plus dissemination

**FY15/16**
- VC Consultations with University Network
- Regional Events for further capacity building

**Results**
- First round of benchmarking exercise – documenting status quo
- ENHANCED CAPACITY
- Second round of benchmarking exercise – documenting improved governance results

- Active 100-university network – committed to benchmarking exercise and exchange of good practice
- Improved higher education governance in MENA countries – evidenced through benchmarking results
Thank you for your attention!

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