

# Assessment Guide

## Institutional Accreditation: Strategic Management



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## 0. Basic Data and Information

1. Use the following table to provide an overview of the Higher Education Institution (HEI):

|  |   |
|--|---|
| Name of HEI:   |   |
| Legal status of the HEI:   | <ul style="list-style-type: none"><li>• public</li><li>• private, state recognised</li><li>• other (please specify):.....</li></ul> |
| Year of foundation:  |   |
| Number of academic staff (please itemise according to type of position):                 |   |
| Number of non-academic staff:  |   |
| Number of freelance and visiting lecturers (not employed at the institution):            |   |
| Number of degree programmes offered (please itemise according to programme type):        |   |
| Number of degree-seeking students enrolled (please itemise according to programme type): |   |

2. Please provide an overview of the HEI's management and decision-making structure.

3. Please describe the context within which the HEI is active (in terms of higher education policy, general societal issues and economic conditions).

4. Please describe the target groups the HEI wants to address (e.g., students, businesses, universities, research institutes, other education providers).

5. Please describe which other HEI or academic institutions are used as model or benchmark.

6. Please describe how the HEI finances its activities.

## I. Management

1. Which strategic objectives are defined by the management for the HEI (mission, vision)?
  - a. In which way are the requirements of its stakeholders taken into account? How flexible does the HEI react to new or changing requirements of stakeholders?
  - b. In which way are future opportunities and challenges for the HEI's activities in teaching and learning, research and knowledge transfer taken into account? How flexible does the HEI react to new opportunities?
2. How does the HEI translate its strategic objectives into action?
3. How does the HEI translate its strategy into the design and further development of operational processes?
4. How are the HEI's supervisory and self-governing bodies (e.g., HEI Council, Senate) integrated into decision-making and strategy implementation?
5. In which way does the HEI use its management system to continually and systematically monitor, assure and assist the process of defining and further developing its objectives as well as the effectiveness and efficiency of any actions taken? Please give one or two examples.
6. What approach does the HEI pursue in order to shape (regional/national/international) developments? Which effects does the HEI want to achieve and how is success measured?
7. Which resources does the HEI provide in the field of management and administration in order to realise its strategy? What are the HEI's plans for the medium- and long-term development of its resources?
8. Carry out a SWOT (Strength-Weaknesses-Opportunities-Threats) analysis taking into account the above-mentioned aspects and your specific situation.

*Quality requirements are fulfilled if:*

The HEI has developed a strategy which is visible in its mission and vision. It assesses realistically its position in the market-place and its environment (external and internal stakeholders) and detects chances and risks. It has derived clear strategic objectives and processes for the further development of its activities, which are reflected in performance indicators and in its management system (incentive scheme, staff development). It reacts to new and changing requirements of its stakeholders and to new chances and risks and regularly monitors the effectiveness of its activities.

The HEI provides the necessary resources for the implementation of its strategy, particularly for innovations, and distributes them adequately.

*Quality requirements are exceeded if:*

The HEI has developed a coherent, effective, credible, and organizationally anchored strategy for the continuous generation of benefits for its target groups and innovation. Entrepreneurial thought and action are anchored in the HEI's self-image.

The HEI supports pro-active behaviour of its staff. Its members are not only aware of the HEI's strategy, but also support its implementation. For that purpose incentive schemes, targets, and personnel advancement initiatives are not only developed by the HEI's management, but also actively used by the employees.

The HEI's management system produces outcomes which can be used for the continuous monitoring of its strategy and are included in strategy evaluations.

The HEI management secures the resources necessary for the implementation and further development of its strategy, and generates new resources.

| Quality requirements          | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements |
|-------------------------------|-------------|------------------------------|----------------------------|------------------------------------|
| <b>I. MANAGEMENT</b>          |             |                              |                            |                                    |
| I 1. Strategic objectives     |             |                              |                            |                                    |
| I 2. Taken measures           |             |                              |                            |                                    |
| I 3. Development of processes |             |                              |                            |                                    |
| I 4. Decision-making          |             |                              |                            |                                    |
| I 5. Management system        |             |                              |                            |                                    |
| I 6 Societal impact           |             |                              |                            |                                    |
| I 7. Resources                |             |                              |                            |                                    |

## II. Networks

1. What network development strategy does the HEI pursue in its relationship with other universities and academic institutions, businesses, and other organisations?
  - a. In which way are the requirements of its stakeholders taken into account? How flexible does the HEI react to new and changed requirements of stakeholders?
  - b. In which way are future opportunities and challenges for the HEI's activities in teaching and learning, research and knowledge transfer taken into account? How flexible does the HEI react to new and changed opportunities?
2. How does the HEI select its partners and how does it cultivate its networks?
3. How does the HEI assess the effectiveness and efficiency of its networking activities, and which measures are derived from the results of such assessments? Please give one or two examples and describe the effects of the measures taken.
4. Which resources does the HEI provide in order to create and cultivate its networks (staff, money, buildings and infrastructure)? What are the HEI's plans for the medium- and long-term development of its resources?
5. Carry out a SWOT analysis with regard to the above-mentioned aspects.

*Quality requirements are fulfilled if:*

The cooperation agreements and (regional/national/international) network partnerships engaged in correspond with the strategic concept of the HEI and clearly help the HEI to implement its strategic objectives. They have a positive effect on research, teaching, internationality, and the generation of benefits for its shareholders. The HEI uses its connections with other institutions in order to use future chances and minimise risks.

Their effectiveness is regularly measured and monitored.

The HEI provides the necessary resources for the implementation of its networking strategy and distributes them adequately.

*Quality requirements are exceeded if:*

The HEI has established extensive networks with universities, other academic institutions, businesses and other organizations involving a close cooperation on several levels (e.g., student exchanges, faculty exchanges, joint study programmes, joint degrees, joint research projects). Considerable international cooperation occurs in the majority of the areas mentioned above.

The HEI's quality management system produces outcomes which can be used for the continuous monitoring of its networking strategy and are included in strategy evaluations.

The HEI management secures the resources necessary for the implementation and further development of its strategy, and generates new resources.

| Quality requirements               | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements |
|------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|
| <b>II. NETWORKS</b>                |             |                              |                            |                                    |
| II 1. Strategic objectives         |             |                              |                            |                                    |
| II 2. Partners                     |             |                              |                            |                                    |
| II 3. effectiveness and efficiency |             |                              |                            |                                    |
| II 4. Resources                    |             |                              |                            |                                    |

### III. Teaching and Learning

1. What strategy does the HEI pursue in teaching and learning?
  - a. In which way are the requirements of its stakeholders taken into account? How flexible does the HEI react to new and changed requirements of stakeholders?
  - b. In which way are future opportunities and challenges for the HEI's activities in teaching and learning taken into account? How flexible does the HEI react to new and changed opportunities?
2. How does the HEI design and implement its curricula (content, structure and didactics)?
3. In what way are international aspects taken into account in the curriculum, and how do they contribute to teaching and learning?
4. How does the HEI assess the quality of teaching and learning, and which measures are derived from the results of such assessments? Please give one or two examples and describe the effects of the measures taken.
5. Which resources does the HEI provide for teaching and learning (staff, money, buildings and infrastructure)? What are the HEI's plans for the medium- and long-term development of its resources?
6. Carry out a SWOT analysis with respect to the above-mentioned aspects.

*Quality requirements are fulfilled if:*

The HEI has a plausible and coherent portfolio of study programmes, which reflect current and conceivable future developments in the respective discipline, as well as demands of (prospective) students and the labour market. Particularly, it reacts to demographic developments and the diversity of the student body.

The HEI has defined indicators in order to validate to which extent objectives have been reached. By doing so, it assures the attainment of qualification objectives, the quality and up-to-dateness of study programmes as well as adequate study conditions. It guarantees a high-quality, internationally oriented education, which secures the employability of graduates.

The HEI provides the necessary resources for the implementation of its teaching and learning strategy and distributes them adequately.

*Quality requirements are exceeded if:*

The HEI systematically derives its programme portfolio (disciplines, types of programme, didactic approach etc.) from its strategic objectives. It offers its students a comprehensive set of services and support and a modern and high-quality infrastructure.

The HEI consistently promotes the employability of students and adapts teaching contents as well as all relevant processes from student selection to graduation.

The HEI's quality management system produces outcomes which can be used for the continuous monitoring of its strategy and its programme portfolio and are included in strategy evaluations.

The HEI management secures the resources necessary for the implementation and further development of its strategy, and generates new resources.

| Quality requirements              | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements |
|-----------------------------------|-------------|------------------------------|----------------------------|------------------------------------|
| <b>III. TEACHING AND LEARNING</b> |             |                              |                            |                                    |
| III 1. Strategic objectives       |             |                              |                            |                                    |
| III 2. Study programmes           |             |                              |                            |                                    |
| III 3. Internationality           |             |                              |                            |                                    |
| III 4. Quality assurance          |             |                              |                            |                                    |
| III 5. Resources                  |             |                              |                            |                                    |

## IV. Research

1. What strategy does the HEI pursue in research?
  - a. In which way are the requirements of its stakeholders taken into account? How flexible does the HEI react to new and changed requirements of stakeholders?
  - b. In which way are future opportunities and challenges for the HEI's research activities taken into account? How flexible does the HEI react to new and changed opportunities?
2. How does the HEI plan and implement its research activities? How does the HEI use research results for teaching and knowledge transfer?
3. How does the HEI assess to which extent research objectives have been reached? How does it assess the quality of research and which measures are derived from the results of such assessments? Please give one or two examples and describe the effects of the measures taken.
4. Which resources does the HEI provide for research (staff, money, buildings and infrastructure)? What are the HEI's plans for the medium- and long-term development of its resources?
5. Carry out a SWOT analysis with respect to the above-mentioned aspects.

*Quality requirements are fulfilled if:*

The HEI has a plausible research portfolio, which is embedded in its overall strategy. There are systematic linkages between research activities, teaching and knowledge transfer.

The HEI identifies new fields of research and takes them into account in the further development of its research strategy. It takes up scientific trends as well as research demands in its environment.

The HEI has defined indicators in order to validate to which extent objectives have been reached. By doing so, it assures the quality as well as scientific, economic and/or societal relevance of its research activities.

The HEI provides the necessary resources for the implementation of its research strategy and distributes them adequately.

*Quality requirements are exceeded if:*

The HEI systematically derives its research strategy from its strategic objectives and has successfully anchored it in numerous national and international networks. It can demonstrate the transfer of research findings into both teaching and practical applications.

The HEI's quality management system produces outcomes which can be used for the continuous monitoring of its strategy and its research portfolio and are included in strategy evaluations.

The HEI management secures the resources necessary for the implementation and further development of its strategy, and generates new resources.

| Quality requirements       | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements |
|----------------------------|-------------|------------------------------|----------------------------|------------------------------------|
| <b>IV. RESEARCH</b>        |             |                              |                            |                                    |
| IV 1. Strategic objectives |             |                              |                            |                                    |
| IV 2. Research activities  |             |                              |                            |                                    |
| IV 3. Quality assurance    |             |                              |                            |                                    |
| IV 4. Resources            |             |                              |                            |                                    |

## V. Dynamics – Capacity for Future Change

1. What approach does the HEI pursue in order to systematically use and raise its capacity for change?
  - a. In which way does the HEI use feedback from its environment for its further development? How does it derive decisions from it? Please give examples.
  - b. How does the HEI detect future opportunities and challenges for its activities? How does it ensure that they are taken into account at an early stage? Please give examples.
2. How does the HEI ensure the continuous and systematic development of its quality management system?
3. Describe the most significant changes of the HEI's strategy, infrastructure and networks in the last years. State the reasons for them and describe their effects.
4. How does the HEI promote innovation in the different fields of activity (teaching and learning, research, other services, administration)?
5. How does the HEI recruit qualified staff? What measures does the HEI use to promote the staff's creativity and competence?
6. Which resources does the HEI provide for innovations (staff, money, buildings and infrastructure)? What are the HEI's plans for the medium- and long-term development of its resources?
7. Carry out a SWOT analysis with respect to the above-mentioned aspects.

*Quality requirements are fulfilled if:*

The HEI has a quality management system which is comprehensive, leads to visible consequences and is subject to systematic monitoring. It can give evidence for implemented changes.

At the same time, the HEI's strategy aims at actively shaping its (regional/national/international) environment and generating benefits for its stakeholders.

The HEI secures the continuous supply of human and financial resources.

*Quality requirements are exceeded if:*

The HEI makes sure that its quality management system supports its strategy at any time. The quality management system itself is continuously developed on the basis of a systematic monitoring.

The HEI plays a crucial role for the development of its environment, both by reacting to changes and by pro-actively shaping its environment.

The HEI management secures the resources necessary for the implementation and further development of its strategy, and generates new resources.

| Quality requirements                  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements |
|---------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|
| <b>V. DYNAMICS</b>                    |             |                              |                            |                                    |
| V 1. Capacity for change              |             |                              |                            |                                    |
| V 2. Development of quality assurance |             |                              |                            |                                    |
| V 3. Measures and affects             |             |                              |                            |                                    |
| V 4. Innovation                       |             |                              |                            |                                    |
| V 5. Staffing policy                  |             |                              |                            |                                    |
| V 6. Resources                        |             |                              |                            |                                    |