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Integrity in University

The Role of University Leadership in Institutional Integrity
of Higher Education

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What is Integrity in Higher Education

- Integrity in higher education refers to the adherence to ethical values such as honesty, transparency, and accountability in all academic and operational activities.
- Integrity builds trust among students, faculty, and society, reinforcing the university's reputation as a credible institution.
- As decision-makers, university leaders must ensure that integrity is embedded in every aspect of the institution's functioning—from academics to governance.



Defining Institutional Integrity

- **Transparency in Governance** - Ensuring openness in decision-making processes, budgeting, and strategic planning.
- **Ethical Leadership** - Leaders must model ethical behavior, ensuring fairness in policies and resource allocation.
- **Institutional Culture** - Integrity must be part of the university's core values, influencing both the academic and administrative spheres.



Academic Integrity in Universities

- Academic integrity stands for upholding ethical standards in all aspects of academic life, including teaching, learning, and research. Its core values include honesty, fairness, responsibility and respect for intellectual property.
- Academic integrity safeguards the university's reputation for producing credible, high-quality research and graduates and it is critical for shaping students' moral and professional growth.
- Common academic integrity violations include plagiarism, cheating, fabrication/falsification, collusion and contract cheating with serious consequences including erosion of institutional credibility, loss of trust from external partners and damage to international reputation.



Practices for Fostering Academic Integrity

- Institutional responsibility of universities is to develop robust mechanisms to detect, prevent, and address academic dishonesty, as well as to ensure consistent enforcement of academic integrity rules and transparent consequences for violations.
- Universities are in need of institutional guidelines establishing clear, consistent and easily accessible policies on academic integrity, adapted to local and international standards
- Institutional guidelines are subject of continuous communication ensuring that students, staff, and faculty are fully aware of the policies and consequences through orientation programs, training, and regular updates.



Practices for Fostering Academic Integrity

- Education and awareness activities are needed offering mandatory workshops and courses on academic integrity for both students and faculty.
- Universities have to offer supportive learning environment by providing writing centers, citation tools, and counseling for students to prevent accidental violations. Also, establishing mentor systems where faculty can guide students on maintaining ethical standards in their academic work.
- Fostering academic integrity requires technological tools such as plagiarism detection software, proctoring software to ensure the integrity of both in-person and remote assessments



Promoting Research Integrity

Integrity in research refers to adhering to ethical standards and principles throughout the entire research process. It ensures that research is conducted with honesty, transparency, accountability, and responsibility, which is essential for the credibility and trustworthiness of the findings. Key elements of research integrity include:

- Accurate data and transparency (Researchers must collect, record, and report data truthfully, without fabricating or falsifying results. Research methods, data sources, and analytical techniques should be clearly documented and openly available for scrutiny and replication.)



Promoting Research Integrity

- Avoiding bias (Researchers should minimize personal, financial, or ideological biases that could affect the research design, data interpretation, or results.)
- Peer review and criticism (Open engagement with peer review and constructive criticism is necessary to maintain the objectivity and validity of the work.)
- Ethical treatment of subjects (informed consent, respect for privacy, compliance with ethical standards)
- Reproducibility and accessibility of results (replicability of research and open access)
- Responsible publication (fair reporting and avoiding duplicate publication)



Challenges facing Integrity in Universities

- Cultural and systemic issues (Corruption and nepotism in academia can undermine integrity.)
- Political influence (In some cases, political pressures may affect decision-making and transparency.)
- Economic constraints (Limited resources may lead to shortcuts or unethical practices, compromising institutional standards.)
- Lack of viable solutions for integrity challenges (Leadership must remain committed to transparency and work on regional collaborations to improve governance.)



Strategies for Overcoming Structural Barriers

- Leadership commitment (University leaders must lead by example, showing a zero-tolerance policy for corruption and misconduct.)
- Building partnerships (Collaboration with governments and international organizations can help improve governance structures.)
- Regional cooperation (Cross-border initiatives can promote a shared culture of integrity.)



The Role of University Leadership

- Leading by example (Leaders must act with integrity, creating a trickle-down effect throughout the institution.)
- Promoting ethical decision-making (Leaders should establish clear frameworks for making decisions that align with institutional integrity.)
- Leadership training and development (Invest in leadership development programs that focus on ethics, governance, and integrity.):
 - Ethics in leadership programs (Universities should offer ongoing leadership development that includes ethics and anti-corruption practices.)
 - Peer networks (Create opportunities for regional leaders to share best practices and collaborate on integrity initiatives.)
 - Mentorship (Encourage senior leaders to mentor younger faculty on the importance of ethical governance and academic integrity.)



University of Sarajevo and Integrity Policies

- Key challenges:
 - Ensuring strategic planning and aligning the university's mission with an integrity action plan that includes specific goals, timelines, and accountability measures.
 - Ensuring appropriate monitoring and evaluation focused on regular assessment of the effectiveness of integrity initiatives followed with the adjustment of policies as necessary.
 - Ensuring that all levels of the university—faculty, staff, and students—are involved in the implementation.



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- **University of Sarajevo Integrity Plan 2015-2019**
- **Objective** To strengthen institutional integrity, prevent corruption, and foster transparency in decision-making and operations.
- **Background**
 - Plan developed in response to Bosnia and Herzegovina's national anti-corruption strategy (2009-2014) and relevant laws.
 - Created to ensure that the university adheres to legal, ethical, and professional standards in its academic and administrative processes.
- **Goals**
 - Prevent corrupt practices through enhanced transparency and accountability.
 - Develop a culture of integrity by educating staff and students about ethical conduct.
 - Ensure that all university activities are conducted in a fair and honest manner.



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- **Methodology for Developing the Integrity Plan**

- **Phases of Development**

The Integrity Plan development followed a systematic approach:

1. **Preparation:** Formation of a working group and collection of all necessary legal and institutional documentation
2. **Risk Assessment:** Identification of vulnerabilities to corrupt practices through interviews, surveys, and analysis of critical activities within the university
3. **Preventive Measures:** Identifying existing controls and measures to prevent corruption, as well as proposing new strategies
4. **Action Plan:** Creation of an action plan based on recommendations from the working group, including timelines and responsibilities for implementing changes



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1. INTRODUCTION	7. INTEGRITY REPORT
1.1. Notification of employees on the implementation of the integrity plan	7.1. Report on the level of integrity
1.2. Implementation stages of the integrity plan	7.2. Report on the mechanisms of the institution's resistance to possible irregularities
1.2.1. Stages of the procedure	7.3. Human resources
2. MINUTES FROM THE MEETING OF THE WORKING GROUP FOR DEVELOPMENT OF THE INTEGRITY PLAN	7.4. Work planning and reporting
3. DECISION ON THE IMPLEMENTATION OF THE INTEGRITY PLAN	7.5. Analysis of vulnerable activities
4. INTEGRITY PLAN IMPLEMENTATION PROGRAM	7.6. Analysis of critical activities and critical jobs in the institution
5. LEGAL FRAMEWORK OF THE INSTITUTION	8. STATUS QUO
5.1. Collection of detailed legal regulations, laws	8.1. Analysis of the status quo based on the questionnaire
6. ORGANIZATIONAL STRUCTURE AND LEVELS OF THE DECISION-MAKING PROCESS	8.2. Analysis of the status quo based on the legal framework
6.1. Organizational structure and Organogram of the University of Sarajevo	9. PLAN OF MEASURES FOR IMPROVING INTEGRITY
6.2. Catalog of jobs	9.1. Recommendations for improvement
6.3. Levels of the decision-making process	10. FINAL REPORT OF THE WORKING GROUP
	11. ATTACHMENTS TO THE INTEGRITY PLAN



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Identified Risks	Corresponding Preventive Measures
1. Vulnerabilities in HR Processes	<ul style="list-style-type: none"> - Implement clear, transparent hiring and promotion policies. - Regular audits of recruitment and performance evaluation processes.
2. Lack of Transparency in Procurement	<ul style="list-style-type: none"> - Introduce detailed procurement guidelines and monitor compliance. - Digitalize the procurement process to ensure traceability and accountability.
3. Weaknesses in Financial Management	<ul style="list-style-type: none"> - Strengthen internal financial controls and regular audits. - Establish clear reporting mechanisms for financial transactions.
4. Nepotism and Favoritism in Decision-Making	<ul style="list-style-type: none"> - Enforce strict conflict of interest policies and introduce an anonymous whistleblower system. - Ensure that decision-making is based on objective, merit-based criteria.
5. Insufficient Awareness of Ethical Standards	<ul style="list-style-type: none"> - Mandatory training programs on ethics and integrity for staff and students. - Develop a code of conduct for all university employees.
6. Lack of Monitoring and Oversight	<ul style="list-style-type: none"> - Regular monitoring and evaluation of all departments through internal audits. - Create an independent body to oversee implementation of integrity policies.
7. Poor Documentation and Record Keeping	<ul style="list-style-type: none"> - Implement an electronic document management system to ensure proper record keeping and access control. - Train staff on the importance of proper documentation and records maintenance.



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- 2022 Integrity Plan of the University of Sarajevo

[Microsoft Word - Plan integriteta Univerziteta u Sarajevu \(unsa.ba\)](#)

- Methodology:
 - identification and analysis of risks and risk factors that may arise within common and specific areas of the institution's functioning
 - individual risk analysis
 - risk management plan



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Presentation of individual risk analysis					
Name of the risk					
Risk factors/source of risk Factors - Systemic (S) - Organizational (O) - Individual (I) - Work-procedural and procedural (P)	Existing measures/control mechanisms in force in the institution	Risk analysis - Controlled - Partially controlled - Uncontrollable	Assessment of the probability of risk occurrence - Does not exist - Small - Moderate - Big	Assessment of the consequences of the occurrence of risk - Does not exist - Small - Moderate - Big	Risk intensity - Low - Moderate - High



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Form for completing the risk management plan form

All risks for which a comprehensive risk assessment (risk intensity) has been made, as well as proposed measures to improve integrity, are transferred and included in the Risk Management Plan.

The name of the risk	Description of the measure	Source of measure	Priority of the measure	The executor of the measure and the deadline for the implementation of the measure	Assessment of possible costs	Expected results (indicators)
		<ul style="list-style-type: none">- Organizational (O)- Individual (I)- Work - process (R)	<ul style="list-style-type: none">- High- Moderate- Low			



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Common and specific areas

Management processes at the University of Sarajevo
Teaching process at the University of Sarajevo
Registration and enrollment of students
Assessment of students
Acquiring diplomas, titles and qualifications
Scientific - research work and publishing activity
Employment
Internal communication
External communication
Documentation and data management

Public procurement planning
Beginning of public procurement
Contract award
Monitoring the implementation of the contract
Human resource management
Conflict of interest/ incompatibility of additional activities of employees
Internal reporting
External reporting
Protection of applicants
Promotion and protection of gender equality



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Institutional partnerships in development of integrity policies:

- Agency for the Prevention of Corruption and Coordination of the Fight against Corruption
- Anticorruption Office of the Sarajevo Canton
- International organizations



The Future of Integrity in Higher Education

- University leaders must commit to integrity as a long-term strategy for institutional success.
- Members of Rector's Forum of Southeast Europe and the Western Balkans must continue striving to meet international standards for integrity in university.
- University leaders have to assess their current policies and take steps to foster a culture of integrity.

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