



DEFINING THE ROLES OF QUALITY ASSURANCE IN HIGHER EDUCATION

Practical Session

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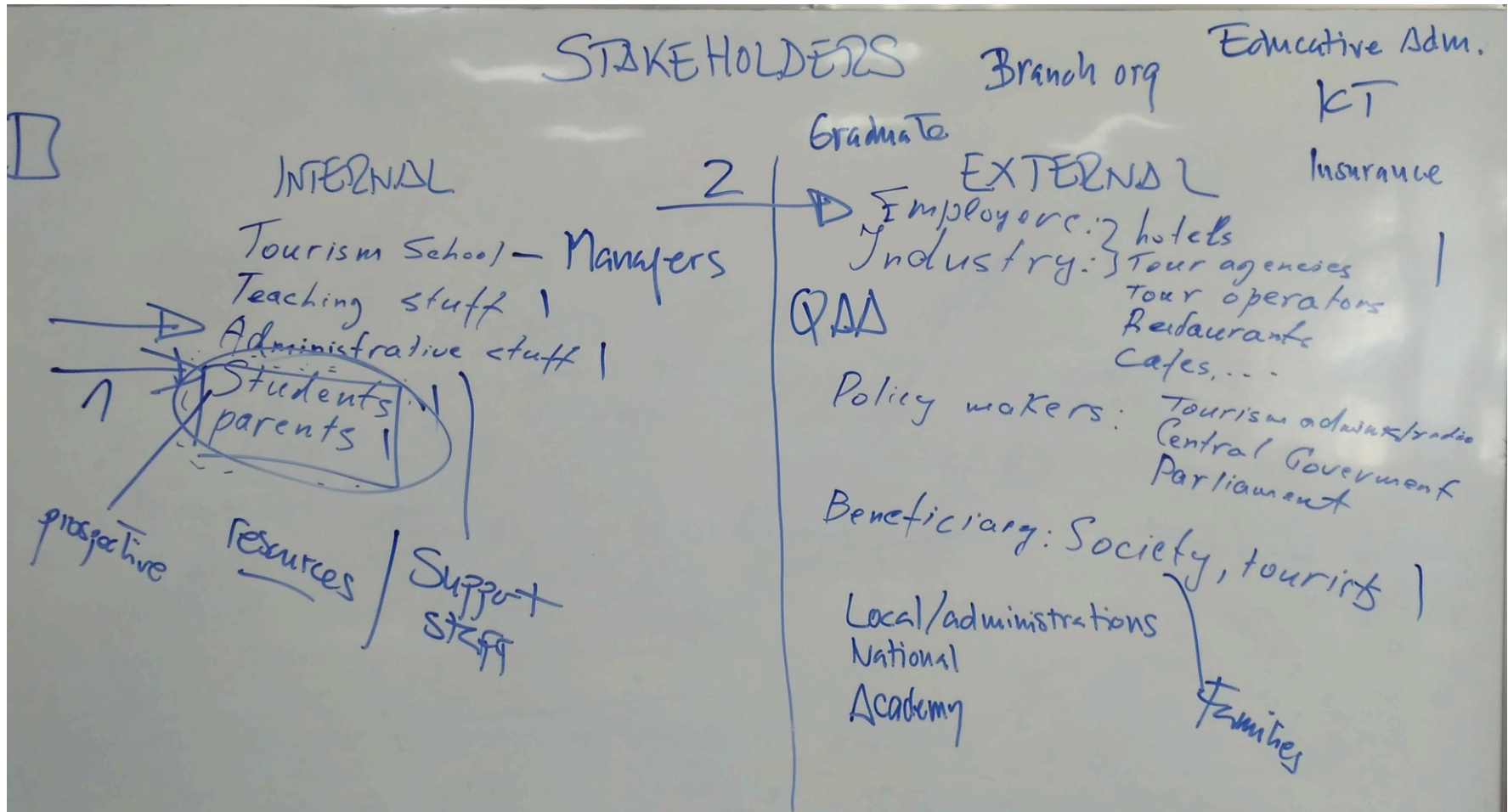
Questions



Q1

**Who are the internal and external stakeholders of your Quality Assurance system?
Priority?**





* Image of the blackboard answered by the workshop participants to question 1

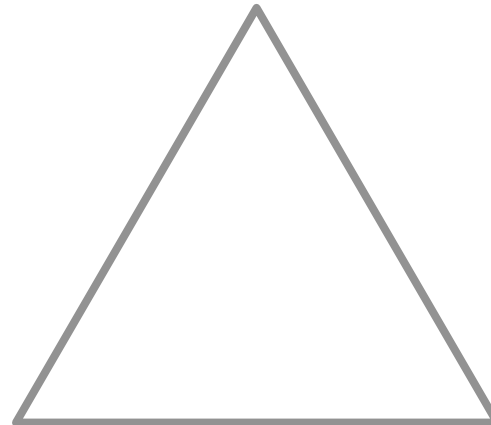


Sabato/Galbraith triangle

*Following the responses of the participants to question 1

Students: Current and prospective (priority 1)
Managers: University and Tourism school (priority 3)
Teaching staff
Support staff: Administrative staff (no teaching staff/faculty)

Academy



Government

Education department
Tourism department (policy makers)
Regional (national, local) governments
Quality Assurance agencies
International Agreements: UNWTO

Society

Employers: Tourism industry, Branch org.
Graduates
Families
Tourists

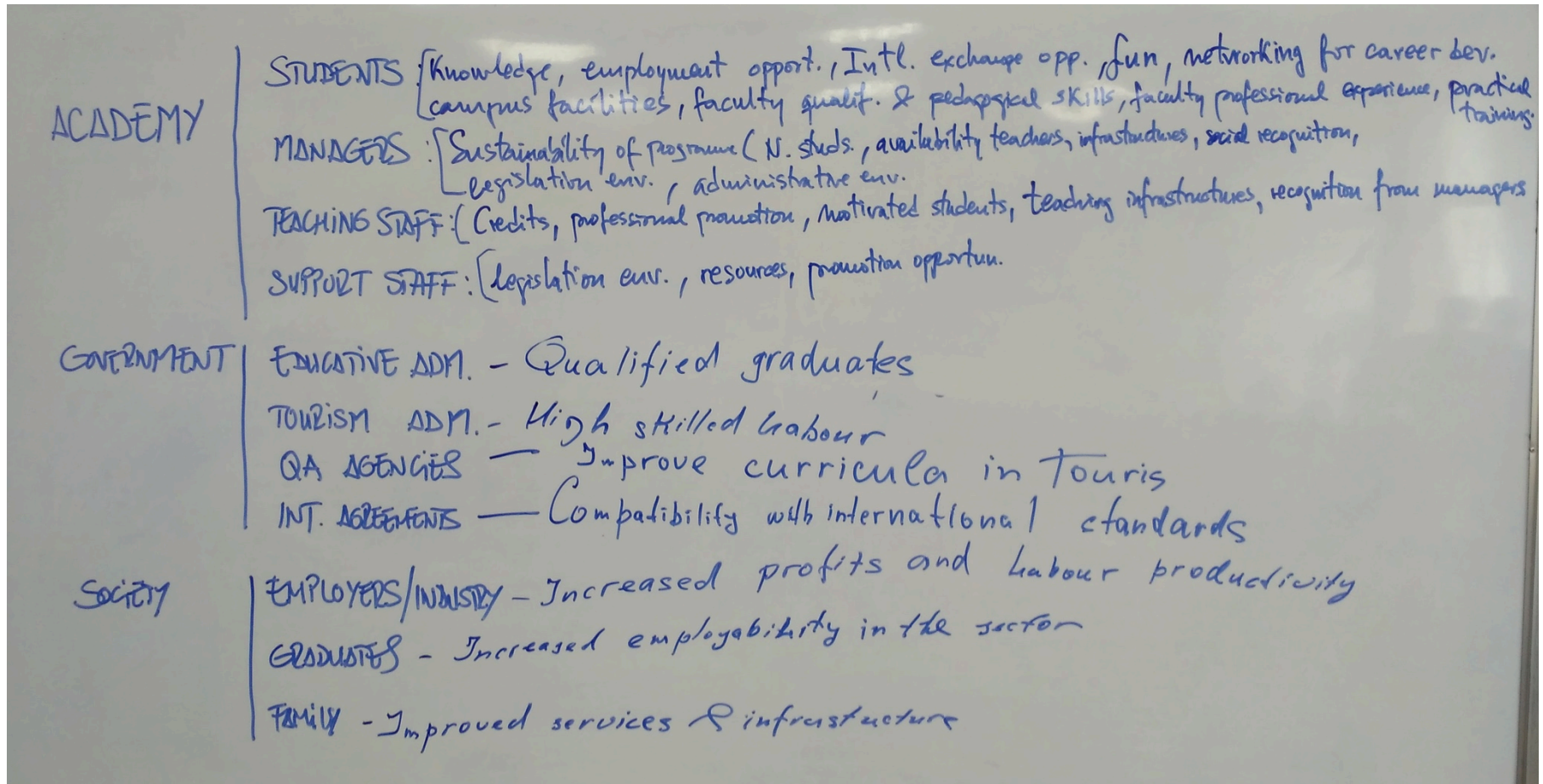




Q2

**Which are the needs of those
internal and external
stakeholders?**





* Image of the blackboard answered by the workshop participants to question 2



Academy

Needs

Students

Knowledge, employment opportunities, international exchange opportunities, fun, networking for professional development, campus facilities, faculty qualification and pedagogical skills, faculty professional experience, practical training.

Managers

Sustainability of programme (number of students, availability of teachers, infrastructures, social recognition, legislation environment, administrative environment)

Teaching staff

Credits, professional promotion, motivated students, teaching infrastructures, recognition from managers.

Support staff

Legislation environment, resources, promotion opportunities

*Following the responses of the participants to question 2





Government

Needs

Educative department

Qualified graduates

Tourism department

High skilled labour

Quality Assurance agencies

Improve curricula in tourism

International agreements

Compatibility with international standards

Society

Employers

Increase profits and labour productivity

Graduates

Increase employability in the sector

Families

Improve services and infrastructure

*Following the responses of the participants to question 2





Involvement of students and employers



Figure 3.9: Involvement of students in quality assurance governance bodies, 2013/14

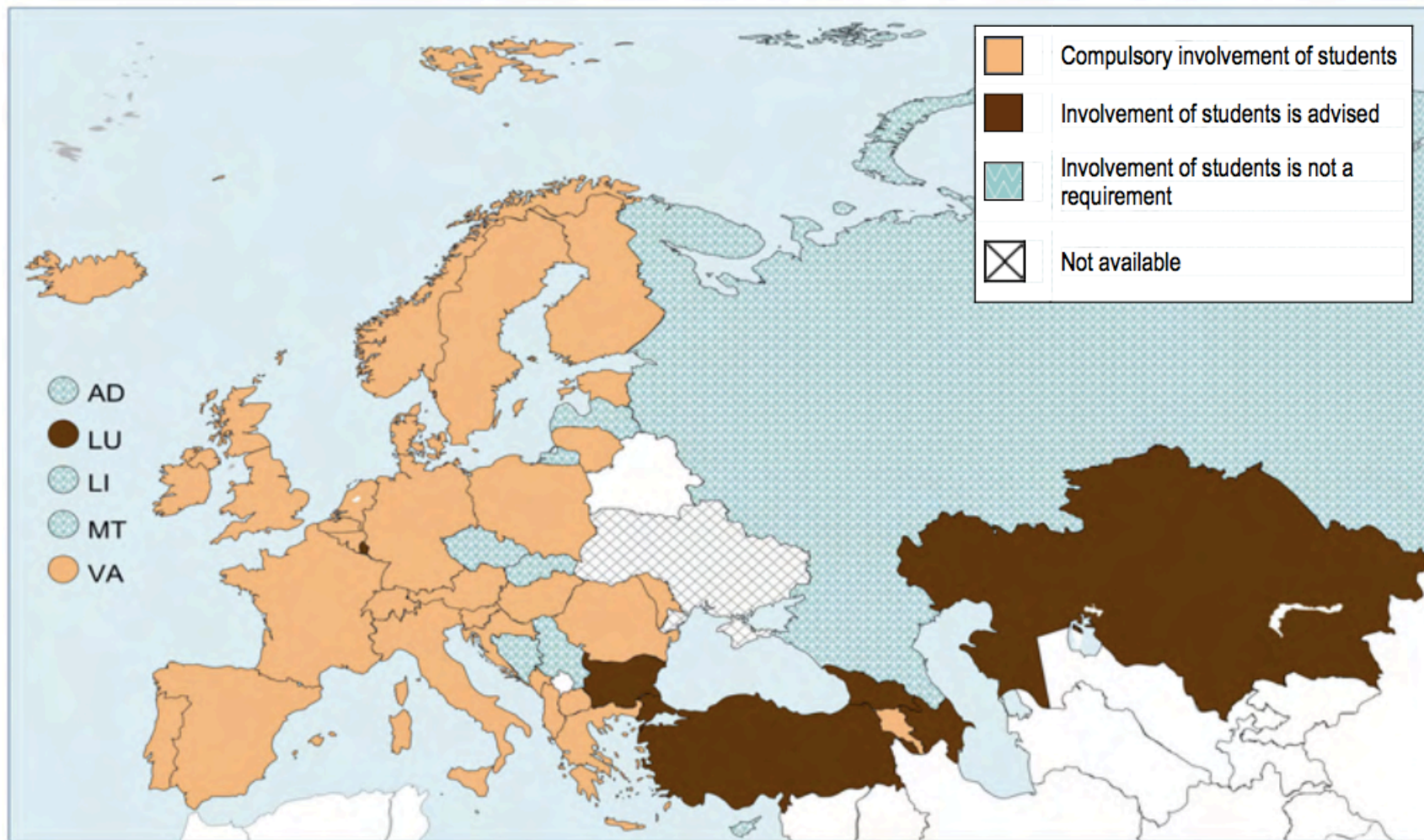


Figure 3.10: Involvement of students in external review teams, 2013/14

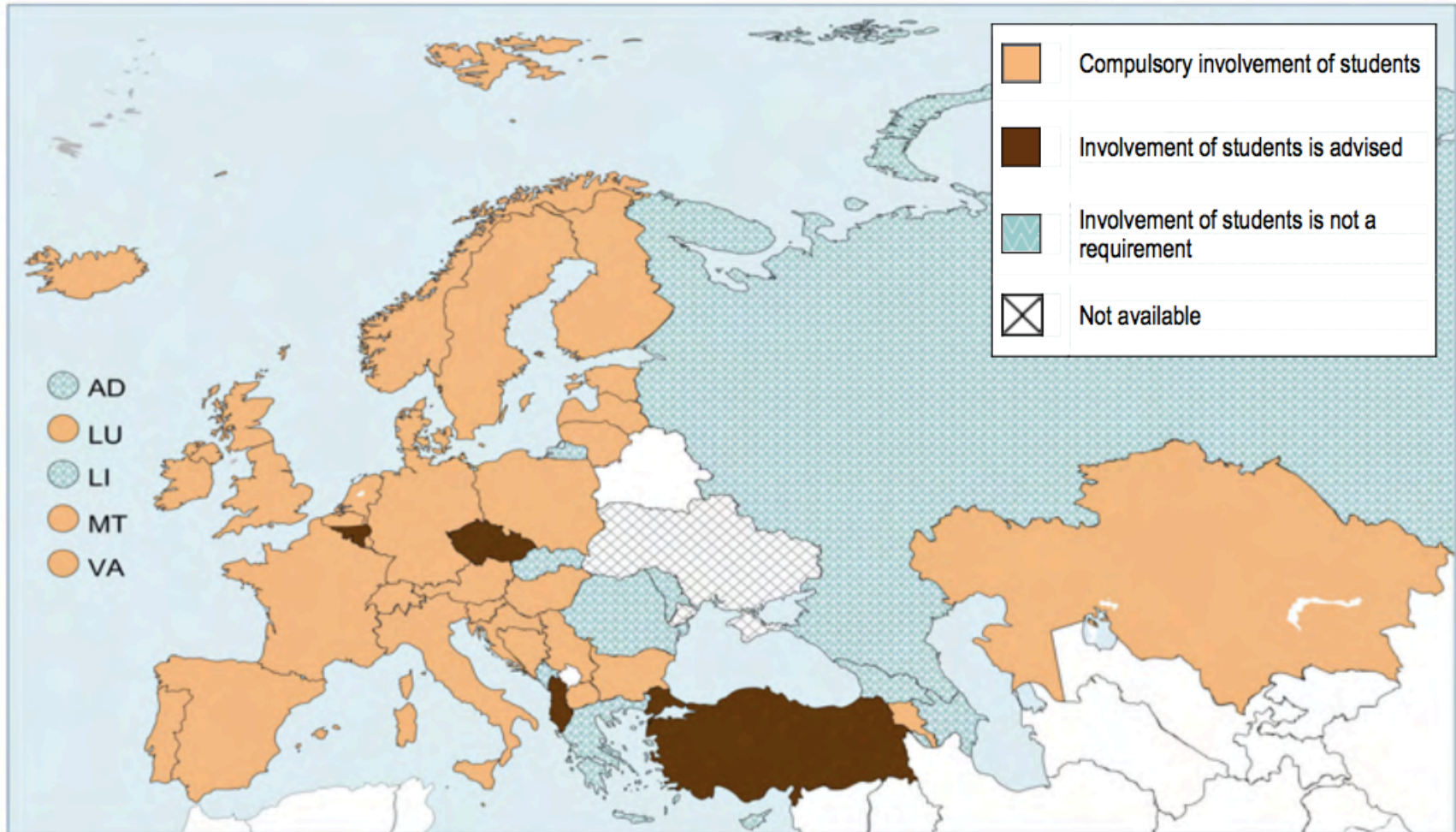


Figure 3.11: Involvement of students in decision-making processes for external reviews, 2013/14

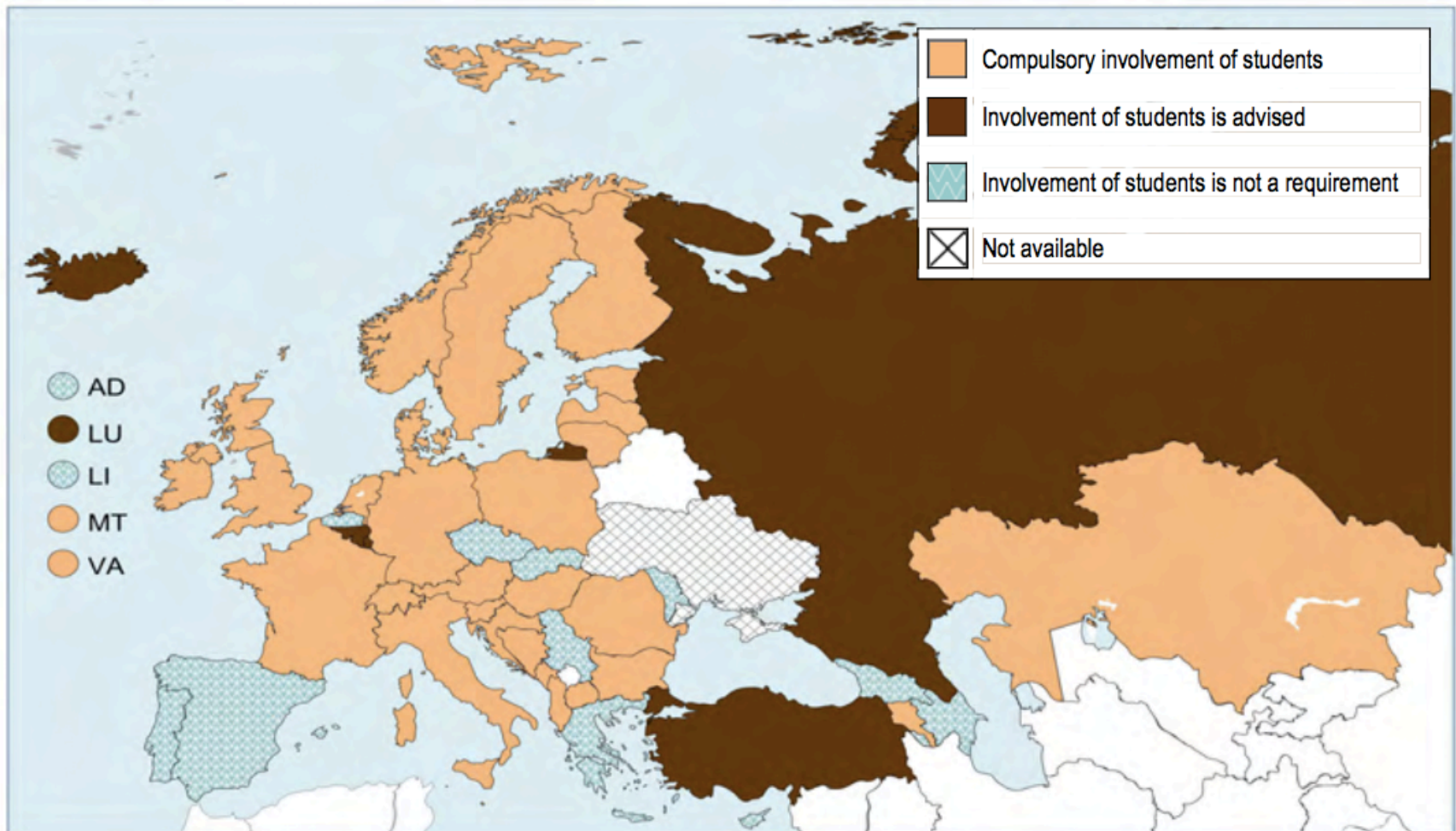
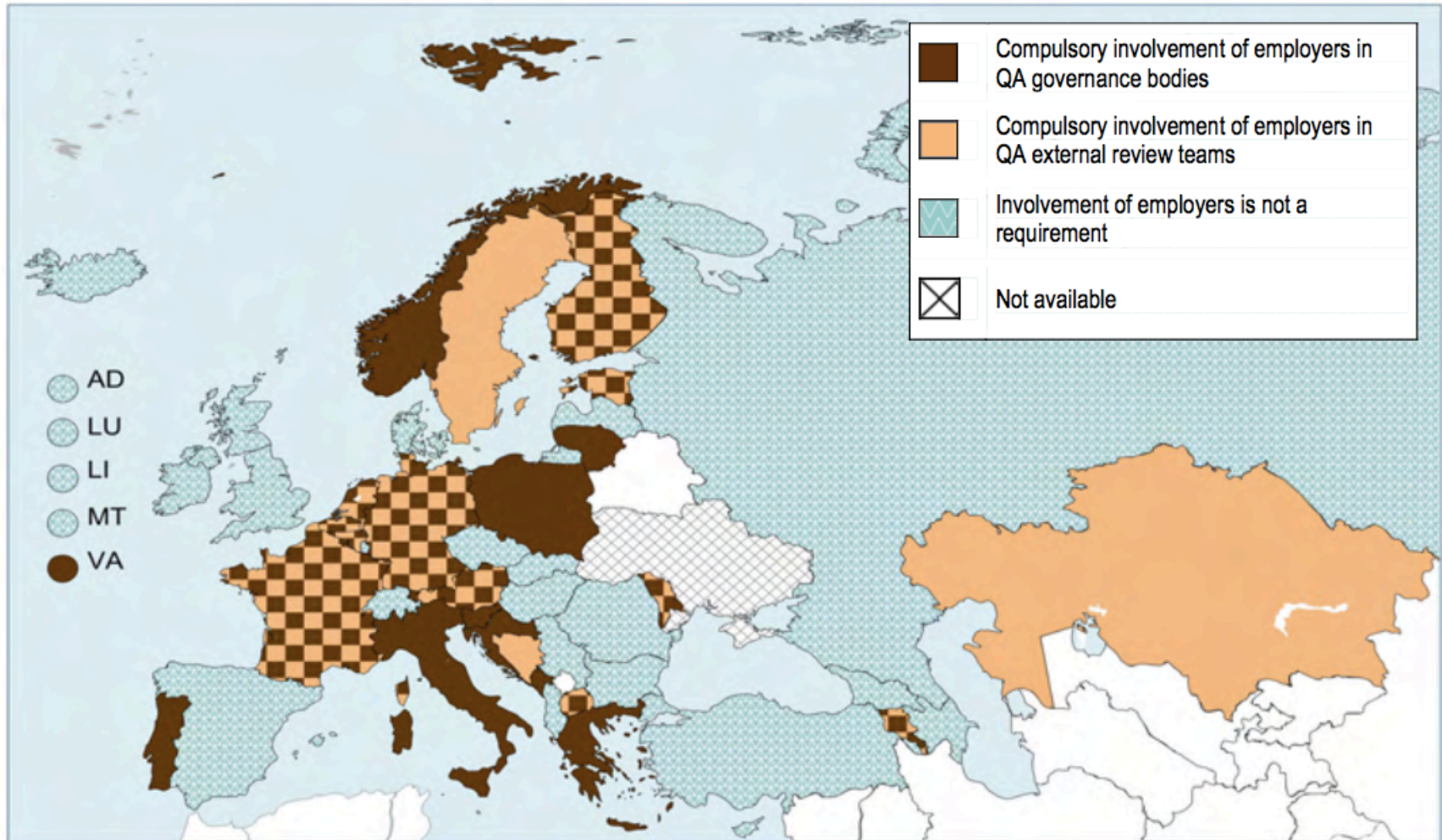


Figure 3.14: Required involvement of employers in quality assurance governance bodies and external review teams, 2013/14





Stakeholders organizations



ESU

The **European Students' Union** (ESU) is the umbrella organisation of 45 National Unions of Students (NUS) from 38 countries which represents over 15 million students in Europe.

The aim of ESU is to represent and promote the educational, social, economic and cultural interests of students at the European level towards all relevant bodies and in particular the European Union, Bologna Follow Up Group, Council of Europe and UNESCO.



<https://www.esu-online.org>



ENQA

The **European Association for Quality Assurance in Higher Education** (ENQA) is an umbrella organisation which represents quality assurance organisations from the European Higher Education Area (EHEA) member states.

ENQA promotes European co-operation in the field of quality assurance in higher education and disseminates information and expertise among its members and towards stakeholders in order to develop and share good practice and to foster the European dimension of quality assurance.

48 full members and 50 affiliate



The screenshot shows the ENQA website homepage. At the top left is the ENQA logo: "ENQA EUROPEAN ASSOCIATION FOR QUALITY ASSURANCE IN HIGHER EDUCATION". To the right is a search bar and navigation links for "LINKS", "RSS", and "LOGOUT". Below the logo is a horizontal menu with "ABOUT ENQA", "ENQA AGENCIES", "MEMBERS' AREA", "REVIEWS", and "CONTACT". On the left side, there are six vertical menu items with icons: "EUROPEAN STANDARDS & GUIDELINES", "EVENTS", "PUBLICATIONS", "PROJECTS", "WORK & POLICY AREAS", and "NEWSLETTER". The main content area features a large image of a woman reading a book in a library, with the text "Promoting the EUROPEAN DIMENSION OF QUALITY ASSURANCE IN HIGHER EDUCATION" overlaid. Below this image is a paragraph describing ENQA as an umbrella organisation representing quality assurance organisations from the EHEA member states. At the bottom of the main content area is a map of Europe with various countries labeled. On the right side, there are three sections: "LATEST NEWS" with two entries, "UPCOMING EVENTS" with two entries, "LATEST PUBLICATIONS" with two entries, and "CURRENT PROJECTS".

<http://www.enqa.com>



✓ **Armenia**

- 1 Full: ANQA - National Centre for Professional Education Quality Assurance Foundation

✓ **Italy**

- 3 Affiliate: ANVUR - National Agency for the Evaluation of Universities and Research Institutes / ASFOR - Italian Association for Management Development / QUACING - Agency for Quality Assurance and Accreditation of the EUR-ACE Courses of Study in Engineering.

✓ **Georgia**

- 1 Affiliate: NCEQE - National Center for Educational Quality Enhancement.

✓ **Greece**

- 1 Full: HQA - Hellenic Quality Assurance and Accreditation Agency.

✓ **Spain**

- 8 Full: ANECA - National Agency for Quality Assessment and Accreditation of Spain / AQU Catalunya - Catalan University Quality Assurance Agency / ACSUCYL - Quality Assurance Agency for the University System in Castilla y León / AAC-DEVA - Andalusian Agency of Knowledge, Department of Evaluation and Accreditation / ACSUG - Agency for Quality Assurance in the Galician University System / FMID - Madrimasd Knowledge Foundation / Unibasq - Agency for the Quality of the Basque University System / ACPUA - Aragon Agency for Quality Assessment and Accreditation.
- 3 Affiliate: ACCUEE - The Canarian Agency for Quality Assessment and Accreditation / AQUIB - Agency for the Quality of the University in the Balearic Islands / AVAP - Valencian Agency for Strategic Assessment and Forecasting.

✓ **Sweeden**

- 1 Affiliate: UKÄ - The Swedish Higher Education Authority.



EQAR

The **European Quality Assurance Register for Higher Education** (EQAR) is a register of quality assurance agencies, listing those agencies that have demonstrated their substantial compliance with a common set of principles for quality assurance in Europe.

The Register has been established to:

- promote student mobility by providing a basis for the increase of trust among higher education institutions;
- reduce opportunities for “accreditation mills” to gain credibility;
- provide a basis for governments to authorise higher education institutions to choose any agency from the Register;
- provide a means for higher education institutions to choose between different agencies;
- serve as an instrument to improve the quality of agencies and to promote mutual trust.



The screenshot shows the homepage of the European Quality Assurance Register for Higher Education (EQAR). The website has a blue header with navigation links: Home | Contact | Legal notice | Sitemap | Newsletter. The EQAR logo is prominently displayed in the top right. A left sidebar contains a menu with links for News, About, Register, Documents, Topics, and FAQ. The main content area features a 'Welcome to EQAR' section with a map of Europe and a link to the 'Register of QA Agencies'. Below this is a 'News' section with a headline 'Karl Dittrich started 3-year mandate as EQAR President' and a small portrait of Karl Dittrich. On the right side, there are two boxes: 'Top pages' listing 'Registered agencies', 'Decisions', 'Reports', 'Applying for registration', and 'RIQAA Project'; and 'Call for Tender: Website & Database' with details about the redesign project and a closing date of 31 August 2017.

<https://www.eqar.eu>





✓ **Armenia**

- ANQA - National Centre for Professional Education Quality Assurance Foundation .

✓ **Spain**

- ANECA - National Agency for the Quality Assessment and Accreditation of Spain-
- AQU - Catalan University Quality Assurance Agency.
- ACSUCYL - The Quality Assurance Agency for the University System in Castilla y León.
- FMID - Fundación para el Conocimiento Madrimasd.
- Unibasq - Agency for Quality of the Basque University System.
- ACSUG - Agency for Quality Assurance in the Galician University System.
- ACPUA - Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education.
- AAC-DEVA - Andalusian Agency of Knowledge, Department of Evaluation and Accreditation.



Figure 3.5: Quality Assurance Agencies registered on EQAR, 2013/14

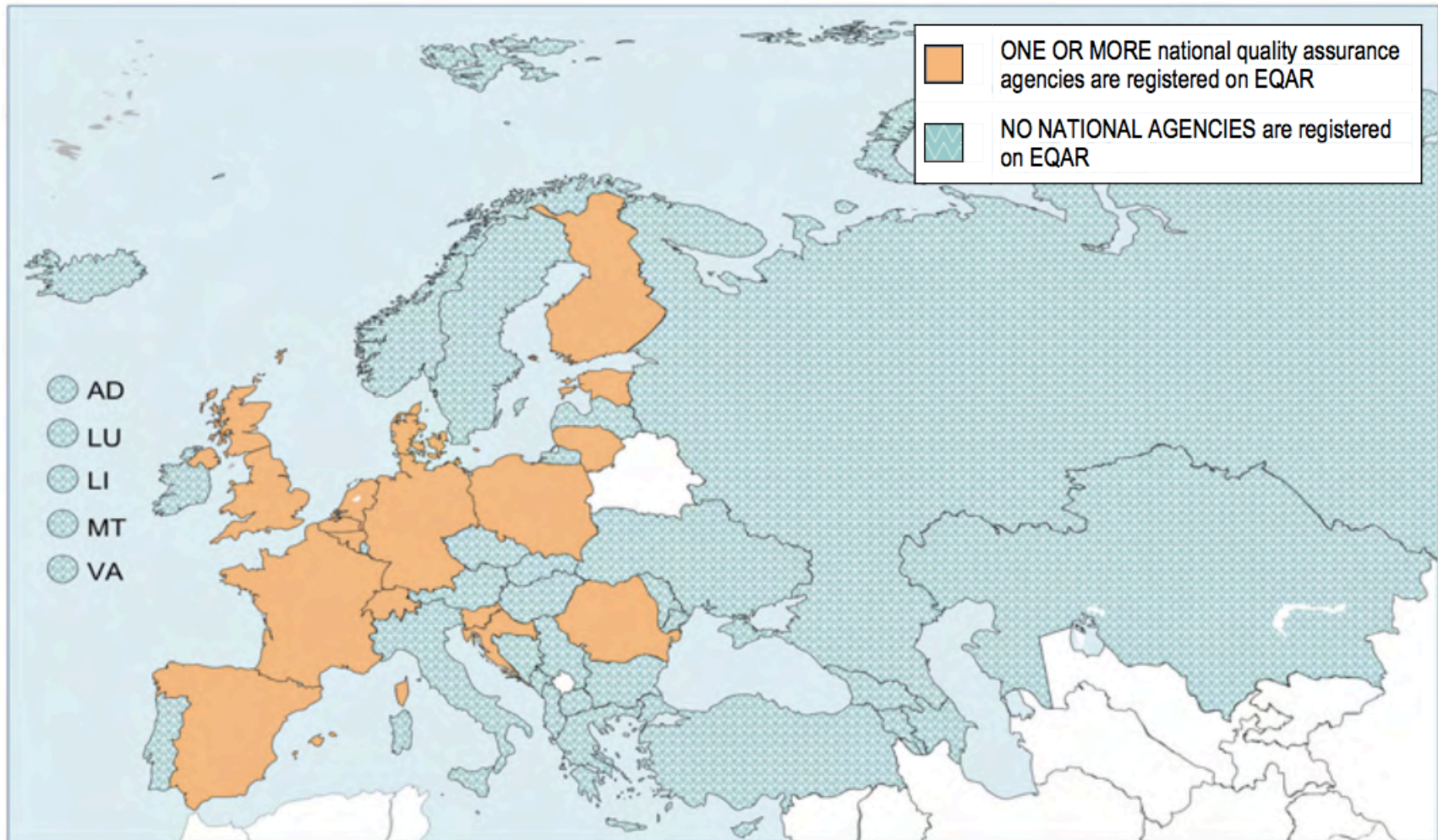
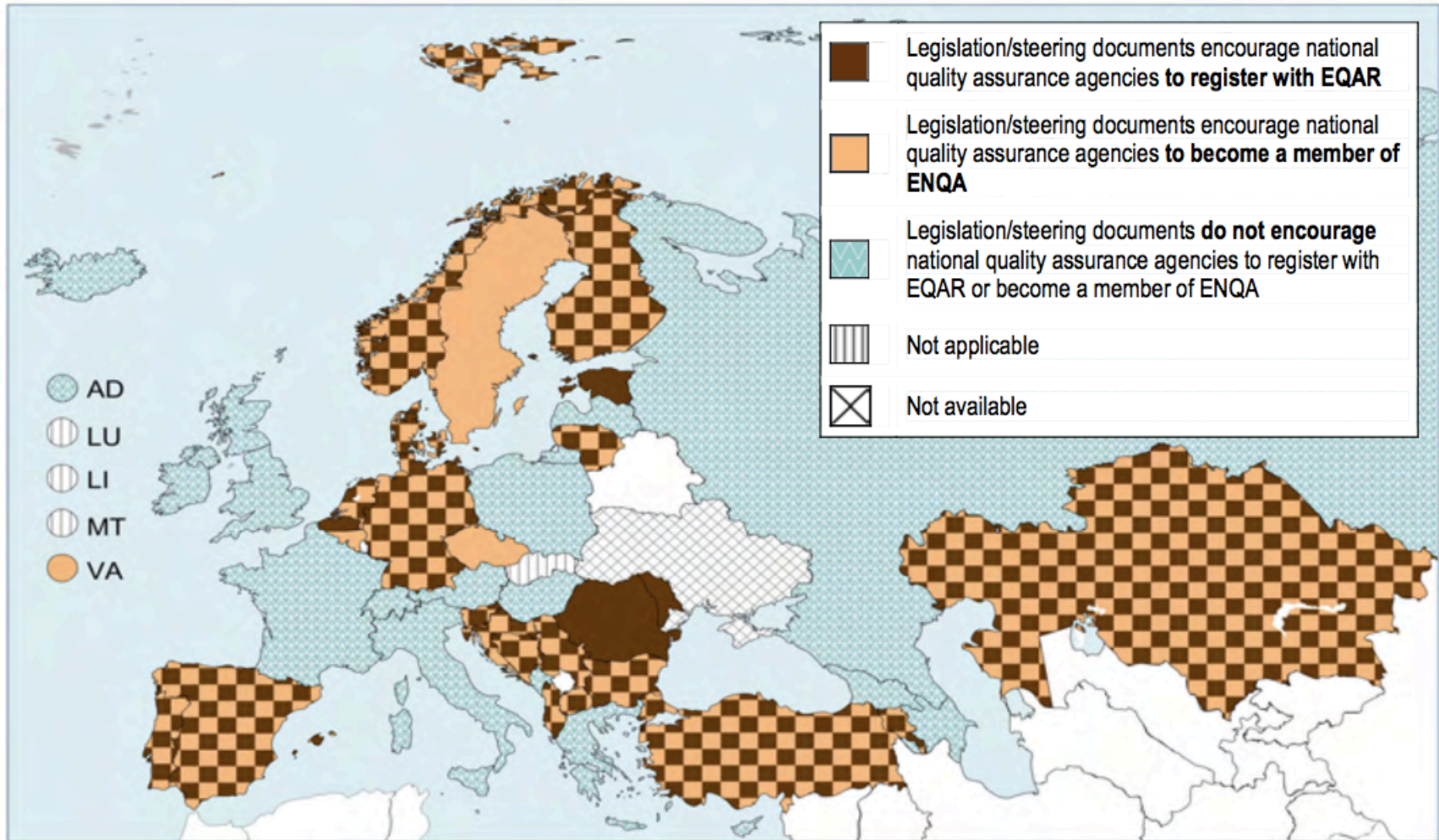


Figure 3.6: Countries encouraging national quality assurance agencies to register with EQAR and become a member of ENQA, 2013/14



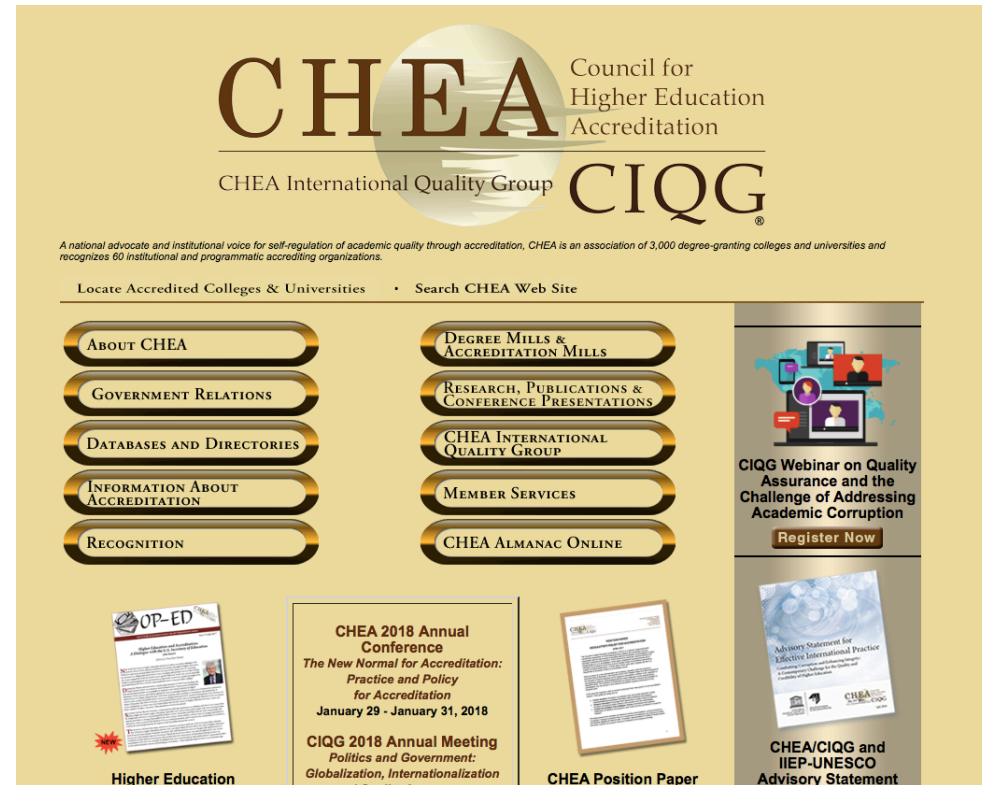
CHEA

Council for Higher Education Accreditation

is a national advocate and institutional voice for promoting academic quality through accreditation, CHEA is an association of 3,000 degree-granting colleges and universities and recognizes 60 institutional and programmatic accrediting organizations.

Objectives:

- A primary national voice for accreditation and quality assurance to the U.S. Congress and U.S. Department of Education.
- A primary national voice for accreditation to the general public, opinion leaders, students and families.
- A representative of the U.S. accreditation community to international audiences.



The screenshot shows the CHEA website homepage. At the top, the CHEA logo is displayed next to the text 'Council for Higher Education Accreditation'. Below this, the 'CHEA International Quality Group CIQG' logo is visible. A navigation bar includes 'Locate Accredited Colleges & Universities' and 'Search CHEA Web Site'. The main content area features two columns of buttons: 'ABOUT CHEA', 'GOVERNMENT RELATIONS', 'DATABASES AND DIRECTORIES', 'INFORMATION ABOUT ACCREDITATION', 'RECOGNITION', 'DEGREE MILLS & ACCREDITATION MILLS', 'RESEARCH, PUBLICATIONS & CONFERENCE PRESENTATIONS', 'CHEA INTERNATIONAL QUALITY GROUP', 'MEMBER SERVICES', and 'CHEA ALMANAC ONLINE'. On the right side, there is a promotional banner for a 'CIQG Webinar on Quality Assurance and the Challenge of Addressing Academic Corruption' with a 'Register Now' button. Below the navigation bar, there are three featured items: 'Higher Education' with an 'OP-ED' article, 'CHEA 2018 Annual Conference' with the theme 'The New Normal for Accreditation: Practice and Policy for Accreditation January 29 - January 31, 2018', and 'CHEA Position Paper' with the title 'CIQG 2018 Annual Meeting Politics and Government: Globalization, Internationalization and Quality Assurance'. To the right of these items is another banner for 'CHEA/CIQG and IIEP-UNESCO Advisory Statement'.

<http://www.chea.org>

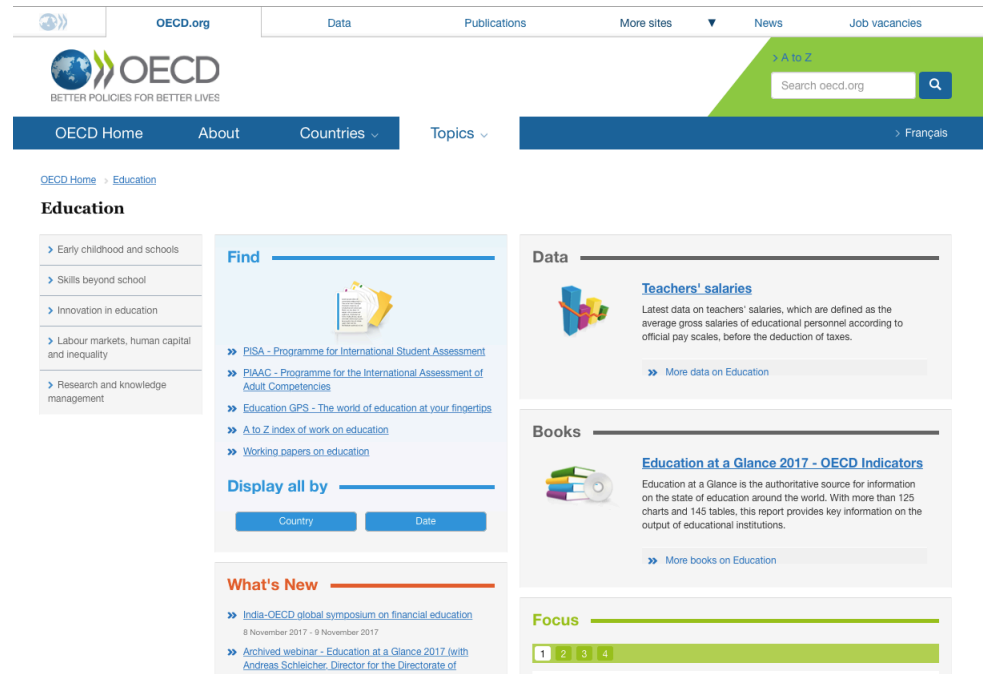


OECD

The mission of the **Organisation for Economic Co-operation and Development** is to promote policies that will improve the economic and social well-being of people around the world.

The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems and also analyse and compare data to predict future trends.

Topics: Education, Agriculture and fisheries, Bribery and corruption, Chemical safety and biosafety, Competition, Corporate governance, Development, Economy, Employment, Environment, Finance, Green growth and sustainable development, Health, Industry and entrepreneurship, Innovation, Insurance and pensions, Internet, Investment, Migration, Public governance, Regional, rural and urban development, Regulatory reform, Science and technology, Social and welfare issues, Tax and Trade.



The screenshot shows the OECD website's Education page. The header includes the OECD logo and navigation links for Data, Publications, More sites, News, and Job vacancies. A search bar is visible on the right. The main content area is titled 'Education' and features a 'Find' section with a list of links: PISA - Programme for International Student Assessment, PIAAC - Programme for the International Assessment of Adult Competencies, Education GPS - The world of education at your fingertips, A to Z index of work on education, and Working papers on education. Below this is a 'Display all by' section with buttons for 'Country' and 'Date'. A 'What's New' section lists recent events, including the India-OECD global symposium on financial education and an archived webinar on Education at a Glance 2017. On the right side, there are sections for 'Data' (Teachers' salaries) and 'Books' (Education at a Glance 2017 - OECD Indicators).

<http://www.oecd.org/education/>



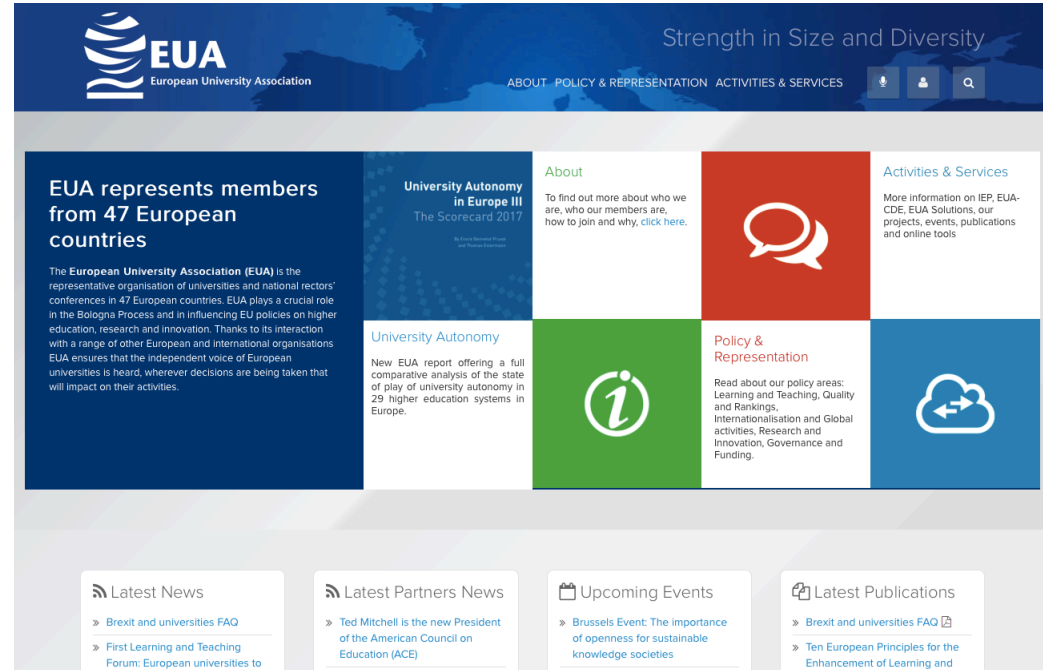
EUA/EQAF

The **European University Association** is the representative organisation of universities and national rectors' conferences in 47 European countries.

EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation. EUA ensures that the independent voice of European universities is heard, wherever decisions are being taken that will impact on their activities.

European Quality Assurance Forum (EQAF)

Co-organised by ENQA, ESU, EUA and EURASHE since 2006 has become the largest annual gathering of the European higher education QA community. EQAF aims to bridge national boundaries by facilitating a Europe-wide discussion on current trends and forthcoming developments in research, policy and practice.



The screenshot shows the homepage of the European University Association (EUA). The header features the EUA logo and the tagline "Strength in Size and Diversity". Navigation links include "ABOUT", "POLICY & REPRESENTATION", "ACTIVITIES & SERVICES", and a search icon. The main content area is divided into several sections: "EUA represents members from 47 European countries" with a detailed description of the association's role; "University Autonomy in Europe III The Scorecard 2017"; "About" with a link to find out more; "Policy & Representation" with a link to read about policy areas; "Activities & Services" with a link for more information. A footer section contains "Latest News", "Latest Partners News", "Upcoming Events", and "Latest Publications", each with a list of recent items.

<http://www.eua.be>

<http://www.eua.be/activities-services/events/event/2017/11/23/default-calendar/12th-european-quality-assurance-forum>



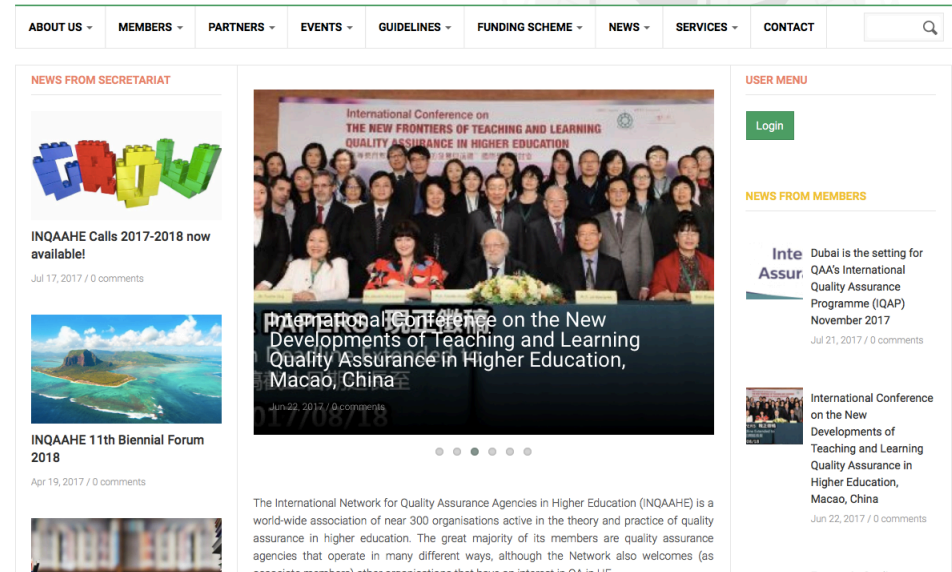
INQAAHE

The **International Network for Quality Assurance Agencies in Higher Education** is a world-wide association of organisations that are active in the theory and practice of quality assurance (QA) in higher education (HE).

International analytic glossary of issues related to quality in higher education

<http://>

www.qualityresearchinternational.com/glossary/



The screenshot shows the INQAAHE website homepage. At the top, there is a navigation menu with links for ABOUT US, MEMBERS, PARTNERS, EVENTS, GUIDELINES, FUNDING SCHEME, NEWS, SERVICES, and CONTACT. Below the menu, there are three main content areas. The first area, titled 'NEWS FROM SECRETARIAT', features a post about 'INQAAHE Calls 2017-2018 now available!' with a date of Jul 17, 2017. The second area features a large image of a group of people at a conference, titled 'International Conference on the New Developments of Teaching and Learning Quality Assurance in Higher Education, Macao, China', with a date of Jun 22, 2017. The third area, titled 'USER MENU', includes a 'Login' button and a 'NEWS FROM MEMBERS' section. A sidebar on the right contains a 'User Menu' with a 'Login' button and a 'NEWS FROM MEMBERS' section. The main content area also includes a 'USER MENU' section with a 'Login' button and a 'NEWS FROM MEMBERS' section. The website footer contains a paragraph about the INQAAHE organization.

<http://www.inqahe.org>



UNESCO

United Nations Educational, Scientific and Cultural Organization is responsible for coordinating international cooperation in education, science, culture and communication. It strengthens the ties between nations and societies, and mobilizes the wider public so that each child and citizen:

- has access to quality education; a basic human right and an indispensable prerequisite for sustainable development;
- may grow and live in a cultural environment rich in diversity and dialogue, where heritage serves as a bridge between generations and peoples;
- can fully benefit from scientific advances;
- and can enjoy full freedom of expression; the basis of democracy, development and human dignity.



The screenshot shows the UNESCO website homepage. At the top, there are navigation links for various languages (English, Français, Español, Русский, العربية, 中文), a Google Custom Search bar, and links for Member States, Staff, and UnesCommunity. The main header features the UNESCO logo and the tagline "Building peace in the minds of men and women". Below the header, there are navigation tabs for ABOUT US, THEMES, COUNTRIES, PARTNERSHIPS, JOIN US, and RESOURCES. The main content area includes a large image of children in a classroom with the text "617 million children and adolescents not getting the minimum in reading and math". To the right, there is a section for SUSTAINABLE DEVELOPMENT GOALS and a profile for the Director-General, Irina Bokova. At the bottom, there are sections for NEWS and EVENTS, with the latter featuring a notice for the 202nd session of the EXECUTIVE BOARD on 4-18 October 2017.

<http://en.unesco.org>

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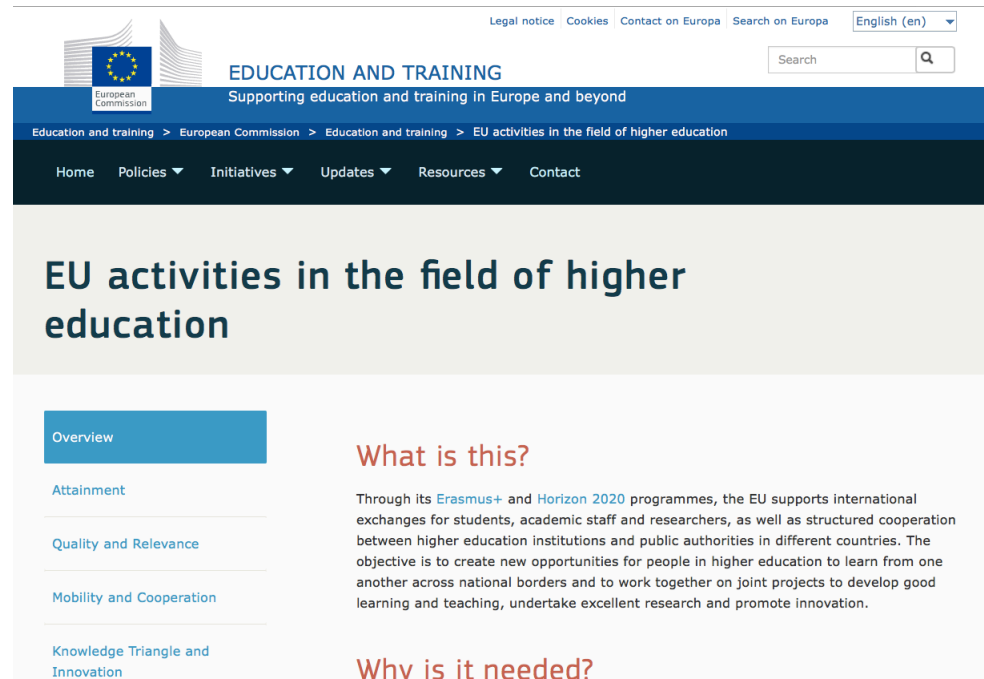
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<http://en.unesco.org>

UE

The **European Commission** works closely with policy-makers to support the development of higher education policies in EU countries in line with the Education and Training 2020 strategy (ET2020). The renewed EU agenda for higher education, adopted by the Commission in May 2017, identifies four key goals for European cooperation in higher education:

- Tackling future skills mismatches and promoting excellence in skills development.
- Building inclusive and connected higher education systems.
- Ensuring higher education institutions contribute to innovation.
- Supporting effective and efficient higher education systems.



The screenshot shows the European Commission website page for 'EU activities in the field of higher education'. The page features a navigation menu with 'Home', 'Policies', 'Initiatives', 'Updates', 'Resources', and 'Contact'. The main heading is 'EU activities in the field of higher education'. Below this, there is a sidebar with 'Overview' selected, and a main content area with the heading 'What is this?' and a paragraph describing the EU's support for international exchanges through Erasmus+ and Horizon 2020. A second heading 'Why is it needed?' is visible at the bottom of the content area.

http://ec.europa.eu/education/policy/higher-education_en



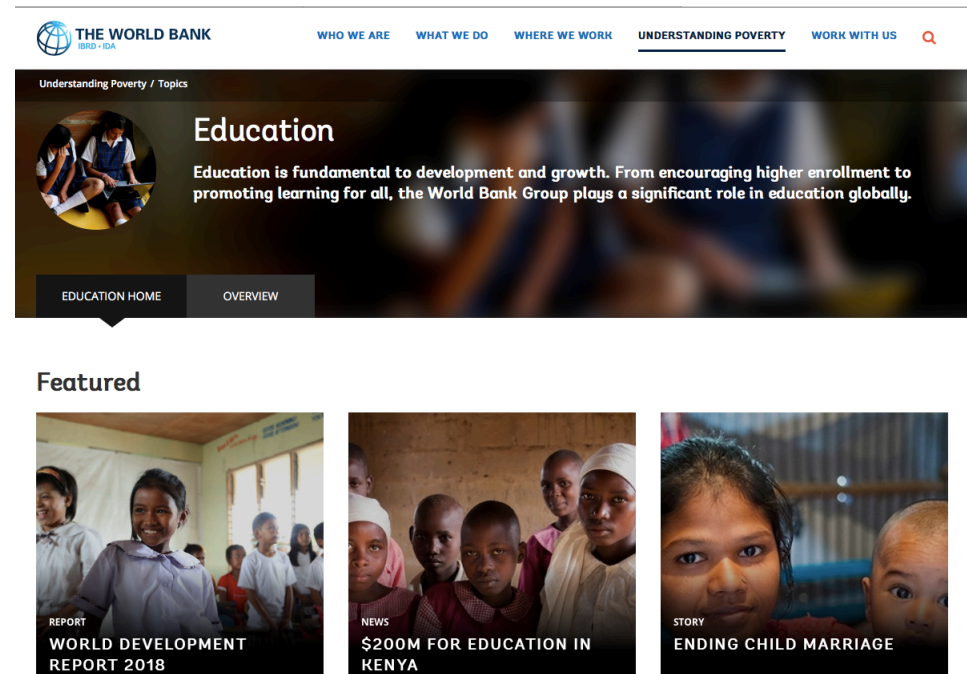
THE WORLD BANK

Established in 1944, the World Bank Group is headquartered in Washington, D.C. We have more than 10,000 employees in more than 120 offices worldwide.

The World Bank Group has set two goals for the world to achieve by 2030:

- End extreme poverty by decreasing the percentage of people living on less than \$1.90 a day to no more than 3%
- Promote shared prosperity by fostering the income growth of the bottom 40% for every country

The World Bank is a vital source of financial and technical assistance to developing countries around the world. We are not a bank in the ordinary sense but a unique partnership to reduce poverty and support development. The World Bank Group comprises five institutions managed by their member countries.



The screenshot shows the World Bank website's 'Education' page. At the top, the World Bank logo (IBRD-IDA) is on the left, and navigation links 'WHO WE ARE', 'WHAT WE DO', 'WHERE WE WORK', 'UNDERSTANDING POVERTY', and 'WORK WITH US' are on the right. Below the navigation is a dark banner with the title 'Education' and a sub-header 'Understanding Poverty / Topics'. A circular image shows students in a classroom. The main text reads: 'Education is fundamental to development and growth. From encouraging higher enrollment to promoting learning for all, the World Bank Group plays a significant role in education globally.' Below this are two buttons: 'EDUCATION HOME' and 'OVERVIEW'. Underneath the banner is a 'Featured' section with three cards: 'REPORT WORLD DEVELOPMENT REPORT 2018' (with a photo of a smiling boy), 'NEWS \$200M FOR EDUCATION IN KENYA' (with a photo of children), and 'STORY ENDING CHILD MARRIAGE' (with a photo of a girl).

<http://www.worldbank.org/en/topic/education>





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Contact





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