Quality Management System of HEIs: a survey of relevant quality indicators

Ana Raquel Xambre | CIDMA & DEGEIT, University of Aveiro | raquelx@ua.pt

Maria João Pires da Rosa | CIPES & DEGEIT, University of Aveiro | m.joao@ua.pt

Helena Alvelos | CIDMA & DEGEIT, University of Aveiro | helena.alvelos@ua.pt

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Outline

SMART-QUAL

- Objectives
- Team
- Tasks

State of the Art of QMS

- Methodology
- Results
- Current Situation

Future Work

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SMART-QUAL

Developing an European Framework of Harmonized Quality Indicators for HEI's Internal Management System

It addresses some existing important needs:

- Lack of a comprehensive framework of harmonized quality indicators and benchmarks.
- Lack of internal QM systems' evaluation process by quality assurance agencies, based on common criteria and indicators

  ↳ efforts of HEIs to implement internal QM systems may not be officially recognized

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SMART-QUAL

Developing an European Framework of Harmonized Quality Indicators for HEI's Internal Management System

Aims and objectives

To support HEIs in the implementation of effective internal QM systems by designing a set of quality indicators that can be implemented and thus help improve the internal QM systems.

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Developing an European Framework of Harmonized Quality Indicators for HEI's Internal Management System

Those indicators should be:

- Short: less is more
- Meaningful: useful for QMS needs
- Appropriate: meeting the common quality standards
- Reunified: harmonized and best practices.
- Transversal: suitable in different contexts and HEIs

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- Higher education quality management systems (QMS) are often criticized for being too-process oriented, box-ticking and insufficiently focused on consequential and generalizable outcomes. One of the reasons underlying these critics relies on the fact that QMS tend to rely on a large quantity of quality indicators, which makes their accuracy and timely analysis difficult, and consequently undermine their adequate use for decision-making at different levels (strategic, tactical, or operational).
- In this context, the main objective of the SMART-QUAL project is to support higher education institutions (HEIs) in the implementation of effective internal QMS, by designing a set of quality indicators to support them. The indicators will be aligned in a structured catalogue according to the three main levels of decision making (strategic, tactical, and operational).
- The quality indicators to be designed are meant to be applied by the institutions within their QMS and, as such, contribute to improve in the short and long term these systems (making them more efficient and effective).

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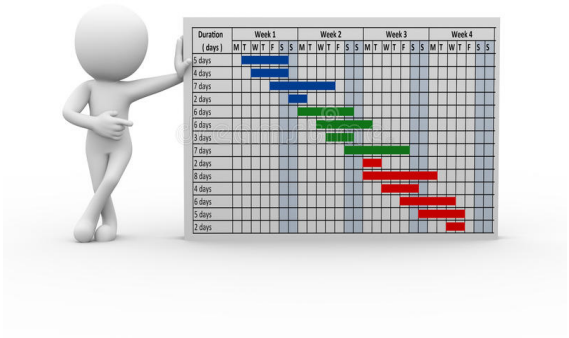
- Duration

  28 months (September 2020 - December 2022)



- Funded by

  Erasmus+ (KA2 -Cooperation for innovation and the exchange of good practices – Strategic Partnerships for higher education)

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SMART-QUAL

Project coordinator:

- CONEXX-Europe (Belgium)

Project Partners:

- Politecnico di Torino (Italy)
- Studiju Kokybes Vertinimo Centras (Lithuania)
- Agencia per a la Qualitat del Sistema Universitari de Catalunya (Spain)
- Universitat Internacional de Catalunya (Spain)
- Universidade de Aveiro (Portugal)
- Agência de Avaliação e Acreditação do Ensino Superior (Portugal)
- Universidade do Minho (Portugal)
- Vrije Universiteit Brussel (Belgium)

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IO1

Quality Indicators Scoreboard and Smart-Qual Wiki

IO	
IO1.A1	**State of the art of the quality management system of HEIs**
I01.A2	Literature review on quality indicators and quality management systems
IO1.A3	Harmonization of the indicators and creation of the QIS
IO1.A4	SMART-QUAL wiki

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State of the Art of QMS

Methodology

1. Template development
2. Template approval
3. Data gathering by all the partners
4. Data organization and clustering

IO1.A1 Report
List of indicators

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State of the Art of QMS

Methodology

1. Template development

   Information regarding the institution + Indicators

Quality Indicator Name	Description*	Nature (qualitative / quantitative)	Process addressed**	Decision-making level (strategic / tactical / operational)	Target defined? (Yes/No)	Is it used for decision-making? How?	How long has it been in use? (number of years)	Is it used for external QA?	Which standard does it address?***

* For quantitative indicators type in the formula used to calculate it.

** **Teaching & Learning**; **Research**; **Relations with Society**

*** Use the following possible standards for the implementation of QMS (based on ESG 2015 and A3ES Reference Framework for QMS) ⇨ **the list included 14 standards**

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State of the Art of QMS

Methodology

2. Template approval
3. Data gathering by all the partners
4. Data organization and clustering

Results

36 HEIs from 5 countries (Portugal, Spain, Belgium, Lithuania and Italy)

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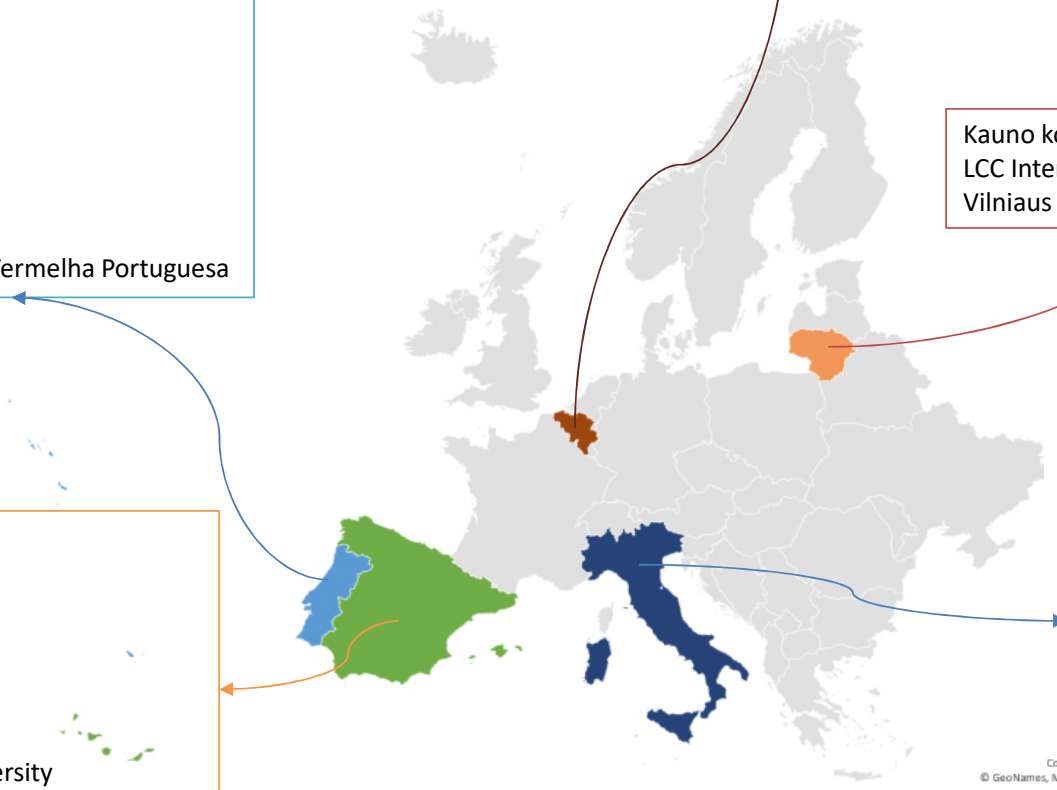
Universidade de Aveiro
Universidade do Porto
Universidade Nova de Lisboa
Universidade do Minho
Universidade de Évora
Universidade de Trás os Montes e Alto Douro
ISCTE – Instituto Universitário de Lisboa
Instituto Superior Técnico
Instituto Politécnico de Leiria
Instituto Politécnico de Setúbal
Instituto Politécnico de Viana do Castelo
Instituto Politécnico do Cávado e do Ave
Universidade Portucalense
Universidade Lusíada (Famalicão)
Escola Superior de Saúde Norte da Cruz Vermelha Portuguesa

University of Antwerp (Faculty of Medicine and Health Sciences)
Université Libre de Bruxelles
University of Liège

Kauno kolegija (Kaunas College)
LCC International University
Vilniaus kolegija / Vilnius College



Universitat de Barcelona
Universitat de Girona
University of Granada
Universitat Internacional de Catalunya
University of the Basque Country
Escola Enfermeria Sant Pau (UAB)
Conservatori Superior de Dansa
ESADE (Business School) – Ramon Llull University
Faculty of Health and Life Sciences - Universitat Pompeu Fabra
Facultat de Química – Universitat Rovira i Virgili

Università Luigi Bocconi
Politecnico di Milano
Politecnico di Torino
Alma Mater Studiorum - Università di Bologna
Università Cattolica del Sacro Cuore

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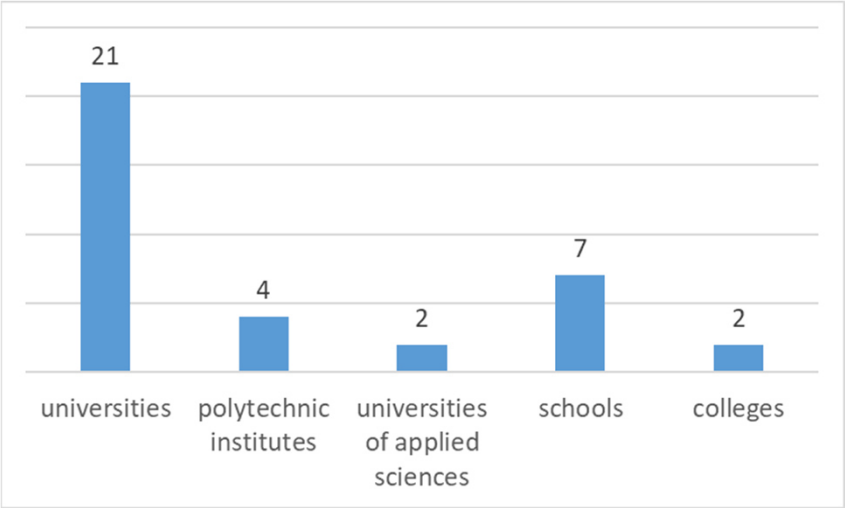
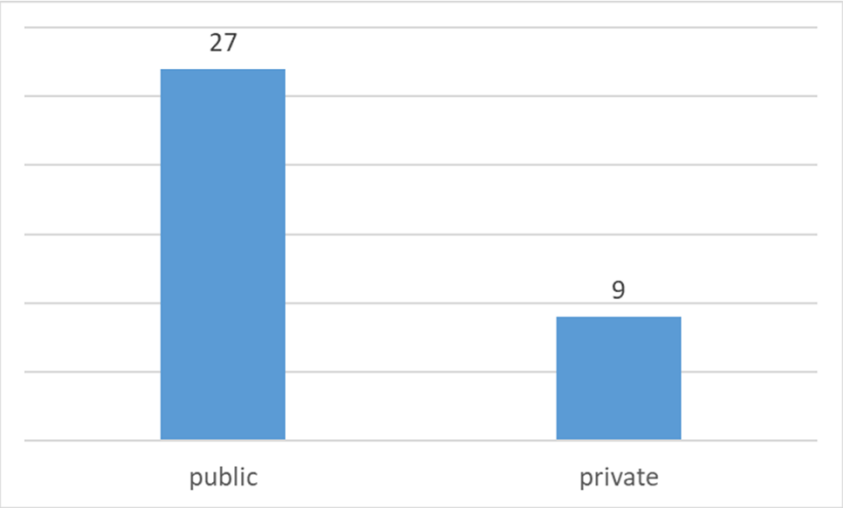
State of the Art of QMS

Results

36 HEIs from 5 countries





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State of the Art of QMS

Results

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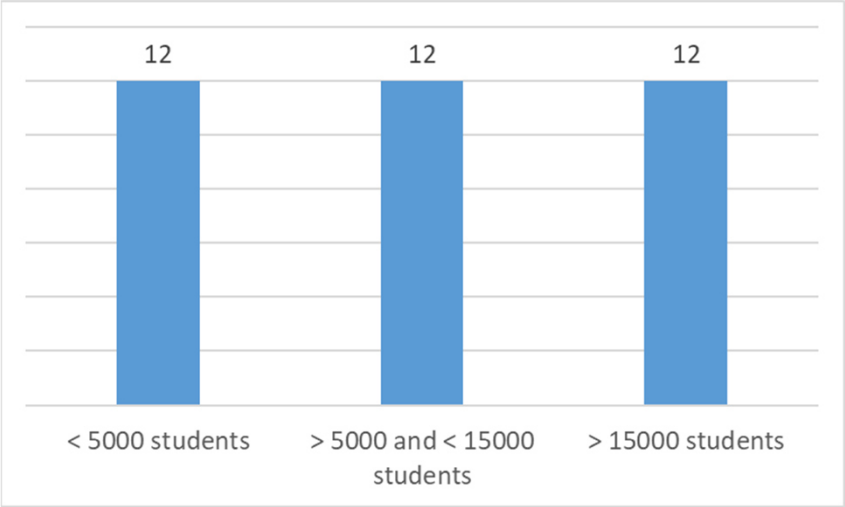

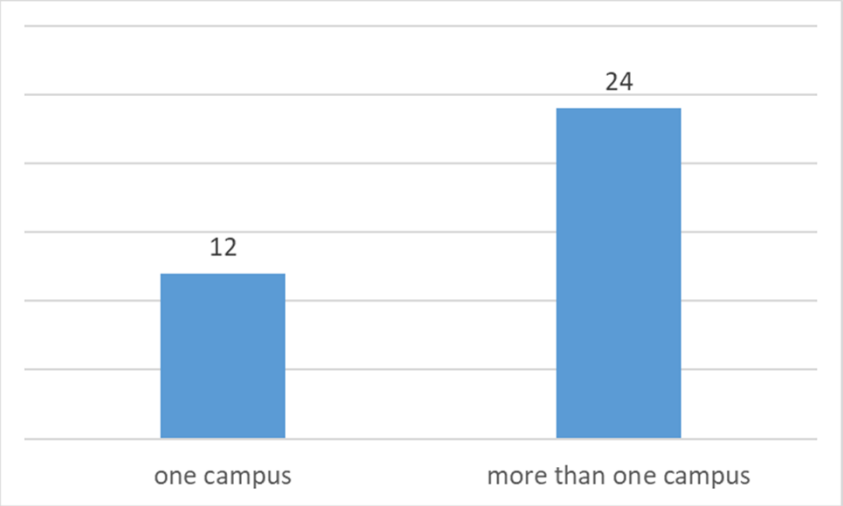

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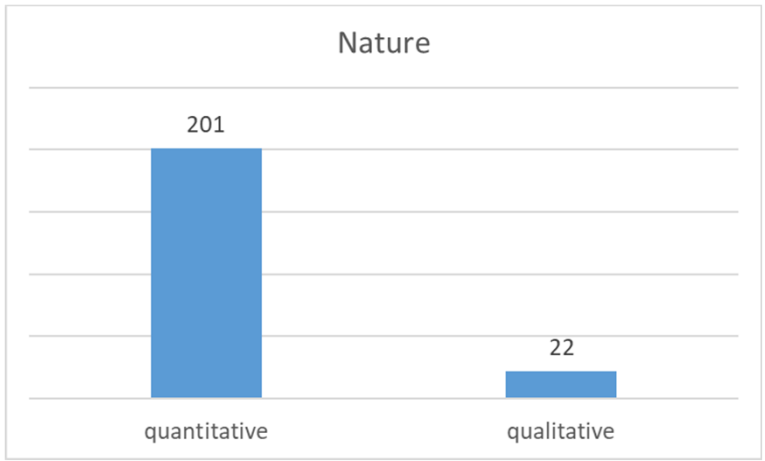
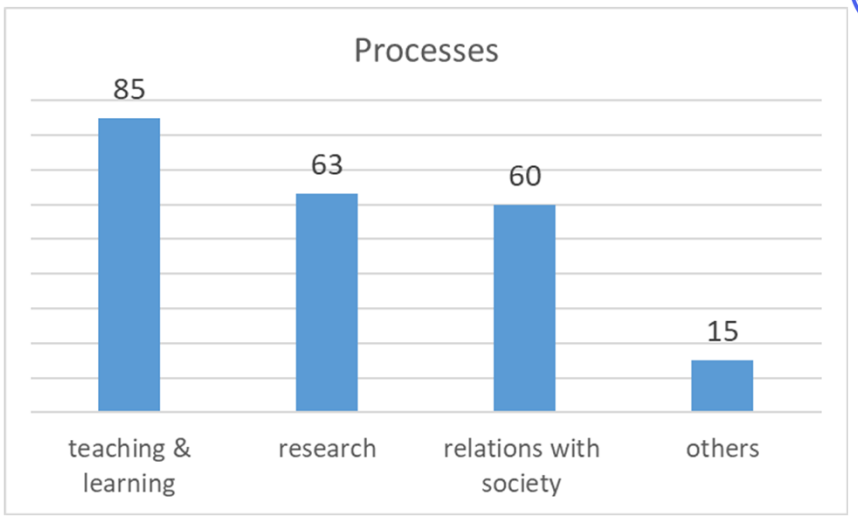
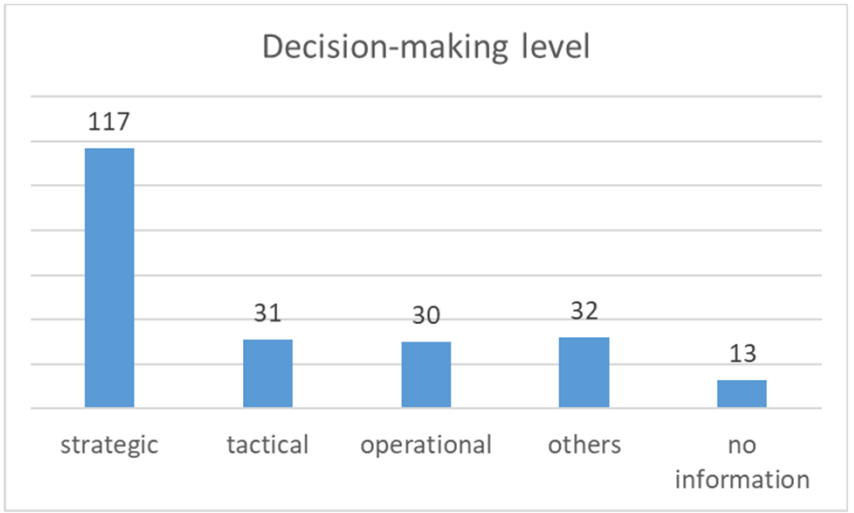
State of the Art of QMS

Results

223 Indicators







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State of the Art of QMS

Results

223 Indicators

Standard	N.º of quality indicators addressing the standard
1.1 Policy for quality assurance and pursuit of quality objectives	17
2.1 Design and approval of programmes	24
2.2 Student-centred learning, teaching and assessment	43
2.3 Student admission, progression, recognition, and certification	40
2.4 Ongoing monitoring and periodic review of programmes	38
2.5 Research and development / targeted research and high-level professional development	71
2.6 External relations	60
2.7 Internationalisation	27
3.1 Human resources	12
3.2 Material resources and services	8
4.1 Information management	54
4.2 Public information	14
5.1 Cyclical external quality assurance	10
5.2 Cyclical internal monitoring, evaluation and continuous improvement of the QMS.	20

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State of the Art of QMS

Current Situation

- Indicators Set (harmonized from more than 500 indicators collected)
  25 basic
  29 recommended
  35 rest

- Site
  https://smartqual.eu/

- Wiki
  http://www.wiki-smartqual.polito.it/index.php?title=Main_Page

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Future Work

Finish **IO1**, namely:

- **IO1.A3**

  Harmonization of the indicators and creation of the QIS
- **IO1.A4**

  SMART-QUAL wiki

Start **IO2** (Guidelines to implement the QIS)

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Smart Qual

Quality Management System of HEIs: a survey of relevant quality indicators

Thank you for your interest!

Any questions?

Universidade do Minho

AQU Agència per a la Qualitat del Sistema Universitari de Catalunya

SKVC

uic barcelona

universidade de aveiro

POLITECNICO DI TORINO

VUB VRIJE UNIVERSITEIT BRUSSEL

A3ES Agência de Avaliação e Acreditação do Ensino Superior

CONEXX-EU International Cooperation

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