



Erasmus+

EQUAM-BI Project Meeting

**NAAC'S FEEDBACK & SUGGESTIONS ON TOOLKIT**

*4<sup>th</sup> March 2020,  
Symbiosis International University (SIU), Pune, Maharashtra*



**National Assessment and Accreditation Council (NAAC), Bengaluru**



UNIVERSITAT DE  
BARCELONA



Co-funded by the  
Erasmus+ Programme  
of the European Union

## EQUAM-BI Project

(Enhancing Quality Assurance Management & Benchmarking Strategies in Indian Universities)

### **Objectives:**

Creating benchmarks through comparison and identification of good practice is not a new notion in higher education and the Indian partners recognise the experience and expertise that the European partners can bring to their assistance through this Project. In particular the Indian partners seek to:

- Develop an understanding of the concepts and practices of benchmarking in order to accelerate quality improvement and its management in HE in India,
- Improve the capacities of Indian universities to use and develop different tools that will allow them to benchmark and focus their quality management against relevant national and international expectations,
- Improve the capacities of Indian university and their partners, including improving/enhancing internal QA mechanisms, supported by clear (new) guidelines and standards,
- Improve the capacities of Indian universities to collect, process and analyse data,
- Establish network(s) of academic leaders, informed by international expectations of HE, as a unique decision-makers' forum to promote the modernisation of HE management. Such a body would support future leaders and encourage the professionalization of HE management at all levels.
- The creation of new frameworks for ensuring successful and sustainable partnerships between Indian and European HEIs and organisations, to enhance quality and promote the application of internationally recognised good practice.

# DESCRIPTION OF WORK PACKAGES

Sl.No	Work Package (WP)	Task	Status
1	<b>WP 1 –PREPARATION –</b> Scoping work	<ul style="list-style-type: none"> <li>➤ Organize a KOM</li> <li>➤ Scan the different uses of QA in Indian and the different approaches of Indian partners</li> <li>➤ Prepare a desk research on EU trends</li> <li>➤ Discuss and generate a White paper</li> </ul>	Completed
2	<b>WP 2 –DEVELOPMENT –</b> Comparisons of current QA MANAGEMENT SYSTEMS.	<ul style="list-style-type: none"> <li>❖ Compare structures and procedures in QA management for learning and teaching and for research and innovation</li> <li>❖ Organize a workshop to discuss the results</li> <li>❖ Present a report integrating the results.</li> </ul>	Completed
3	<b>WP 3 – DEVELOPMENT</b> Comparisons of current DATA MANAGEMENT SYSTEMS.	<ul style="list-style-type: none"> <li>❖ Compare structures and procedures in Data Management for learning and teaching and for research and innovation</li> <li>❖ Organize a workshop to discuss the results</li> <li>❖ Present a report integrating the results.</li> </ul>	Completed
4	<b>WP 4 – DEVELOPMENT</b> Development of Benchmarking tools to support QA management & Decision making mechanisms.	<ul style="list-style-type: none"> <li>❖ Development of methodological tools</li> <li>❖ identify the necessary procedures and indicator require to most effectively support evidence based decision making in Quality management to enhance Research, innovation and Internationalization strategies.</li> <li>❖ Development of training – capacity building.</li> </ul>	Under Process

## Next Steps: Description of Work packages Activities

Sl.No	Work Package (WP)	Task	Status
5	<b>WP 5 - DISSEMINATION &amp; EXPLOITATION</b> Implementation and evaluation of the Benchmarking tools and capacity building to ensure their effective application	<ul style="list-style-type: none"> <li>➤ Implement the methodological tools developed by the project. Conduct some benchmarking pilots and report the impact of the tools developed by the project in the institution strategy</li> <li>➤ Evaluate the effectiveness of the benchmarking strategy.</li> </ul>	<b>Under Process</b>
6	<b>WP 6 - DISSEMINATION &amp; EXPLOITATION</b> Dissemination & Multiplier	<ul style="list-style-type: none"> <li>✓ Set up and maintain project website</li> <li>✓ Organise 2 Conferences and one Multiplier effect workshop</li> </ul>	<b>Under Process</b>
7	<b>WP 7 - QUALITY PLAN</b> Quality tools for the project implementation.	<ul style="list-style-type: none"> <li>▪ Set up of a Quality Committee</li> <li>▪ Set up and follow up of a Quality Plan</li> <li>▪ Appoint an external evaluator</li> <li>▪ Present feedback and reports regarding the quality procedures of the project</li> </ul>	<b>Not yet commenced</b>
8	<b>WP 8- MANAGEMENT</b> Project Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate the project activities</li> <li><input type="checkbox"/> Coordinate the MT</li> <li><input type="checkbox"/> Organise the KOM</li> <li><input type="checkbox"/> Coordinate the communication among the partnership</li> <li><input type="checkbox"/> Preparations of Financial and Technical Reports</li> </ul>	<b>Not yet commenced</b>

## EQUAM-BI: White Paper

- White Paper constitutes the backbone of a proposed model for internal QA Management (QAM) in HEIs in India.
- One of the most important aspects of the proposed internal QA model should be its adaptability to the requirements of external accreditation and QA agencies, be it national or international.
- This model assumes support by an infrastructure in the form of a bureau or office with all its qualified academic and administrative staff in order to ensure its successful implementation.
- Engagement and involvement of all stakeholders in the HEI (top management, faculty members, students, administrative staff and the local community), -essential element to the successfully design, application and implementation of the proposed model.
- white paper also aspires to propose a policy statement to the higher education authorities in India to incorporate the rationale of the model in any future initiatives that should encourage HEIs to focus on adopting a strong and enhancement-led internal QAM system supported by the leadership of the HEIs, or proposed Toolkit or any other similar model which should result in a systematic methodology for dealing with QA issues.

## EQUAM-BI Project – Benchmarking Toolkit

- The key and innovative practical ‘deliverable’ of the Project will be a Benchmarking Toolkit for Indian HE covering: a) Learning and Teaching; b) Research/ Innovation; c) Internationalisation. It will include essential and optional parameters, with Specific Guidelines on their selection and methodologies for their application.
- Toolkit will have parameters and indicators to monitor and measure the accomplishment of quality objectives that will facilitate continuous improvement, promote a quality culture, enable benchmarking with renowned Universities.
- Toolkit will help identify key parameters and indicators that are unique to a University will help in evaluating quality of performance.
- Under the guidance of UB - The toolkit prepared by ANECA will be revisited, modified to suit to the Indian context and will be circulated to the Indian partner institutions for implementation.

## NAAC – Proposed Timeline on Benchmark Toolkit

### Developing Benchmark Tool Kit in Indian Perspective/Context

- We may constitute an Expert Committee along with Indian partner organisation members.
- Development of Benchmark Toolkit in Indian Context.
- Modification of draft tool kit & send to expert committee members for their valuable inputs.
- Preparing list of Proposed HEIs or Indian partner Institutions for conducting pilot study on tool kit.
- Pilot study on draft tool kit for comments/ feedback/ suggestions from various HEIs.
- Analysis of pilot study on draft benchmark toolkit.
- Incorporating the suggestions / feedback received from various HEIs based on the pilot study on draft tool kit.
- Finalizing the Benchmark Toolkit in consultation of expert committee.
- Developing the guidelines & other related matters related to toolkit.
- Launch of Benchmark Tool Kit in Indian Partner Universities.
- Later we may implement the Benchmark Toolkit in other Indian Universities.

## Impact of the EQUAM-BI Project Outcome (Proposed)

- The benchmark toolkit will ensure and used to improve the quality assurance in HEIs among India and Europe.
- This benchmarking concept is motivational and volunteer rather than mandatory.
- Primarily this benchmarking concept will adopted by partner organisations. Accordingly it will spread to other Indian institutions through making policy decisions of India.
- This benchmarking initiative is purely for Promoting Quality culture, social perspective rather than marketing, advertising the product.
- NAAC with the vision of making 'quality the defining element of higher education in India' (NAAC, Vision) collaborated with the EU consortium with the intent and aspiration for cooperation among quality assurance networks and agencies to foster trust beyond borders in higher education quality, dissolve boundaries and develop strategies and resources for next generation quality assurance.

## Next Steps for Each Partner Institutions (January, 2020, after Barcelona Meeting)

- ❖ Beyond a first-reaction discussion in Barcelona, each Indian partner-institution should conduct a three-fold practical analysis, to present & discuss their results.
  - a. To read their respective implementation plan from the perspective of the Toolkit and its content, principles and specifications (difficulties to implement them and how to solve these difficulties).
  - b. To accomplish a benchmarking analysis report on the current situation of their institution concerning how close/far it is to meeting each of the principles (and their specification items) of the Toolkit.
  - c. To include an improvement plan and a schedule to develop it (as part of their implementation plan) with the measures to be undertaken to meet the principles (and their specifications).
- ❖ In a shared exercise, the partners should discuss on how to implement the EQUAM-BI Toolkit within the context of their HEI (difficulties and problems they faced when trying to implement it in their HEI): A document on the discussion and comments should be written to further facilitate and clarify the implementation of the EQUAM Toolkit within the Indian HE context.
- ❖ The Toolkit implementation in each Indian partner university will be piloted and completed through the one-to-one coaching sessions of EQUAM-BI project, pilot sessions followed by a report -by each partner on the implementation process- to be submitted and discussed in the meeting at Kolkata, in June/July 2020. The discussion there should foster the Toolkit tuning and recommendations for its implementation.
- ❖ The final version of the Toolkit will be presented at the final EQUAM-BI Conference, for its dissemination (September/October, 2020).

# Gist of Draft Benchmark Toolkit

- The proposed toolkit by the ANECA encourages the institutions to define their own institutional approach to develop quality culture in the institution.
- Based on 5 focus areas, the toolkit is designed such as -Teaching, student learning, research ,innovation, internationalisation, services and community engagement (Survey conducted by SIU)
- The toolkit designed considers 6 elements in the approach to attain quality culture in the HEIs such as
  - University's Mission, Vision and values
  - Student and staff
  - importance of IQA to supplement quality enhancement and Quality Culture
  - integrated approach to quality management
  - defined goal and
  - paradigm shift in the approach to quality management
- HEI need to incorporate a quality policy with mechanism of QA and continuous quality improvement in all its major activities.
- The quality culture has to be defined by the partner institution based on the set of principles provided such as

# Academic Principles of Draft Toolkit

- I. Establishment of IQA within HEI- concerning the roles and responsibility of the institution as a whole**
- II. Maintenance of IQA (internal quality assurance)**
- III. Monitoring and co-ordination of institutional internal QA activities-evidence for periodic evaluation**
- IV. Establishment of IQA arrangements for the programs offered by HEIs**
- V. Continued monitoring of IQA arrangements for programs offered**
- VI. Analysis of IQA outcomes to support improvement and enhancement**
- VII. Monitoring of program proposals submitted from the HEI for external evaluation/accreditation**

## General Comments / Feedback on Draft-Benchmark Toolkit

- The toolkit designed is a qualitative approach- the toolkit indicates it has covered broader areas in the areas it has addressed, hence it needs to be further specified/ classified on the themes for quality improvement.
- It does not address some of the important focus areas such as student performance, student learning outcomes, industry standards, employment, industry collaboration, campus infrastructure, IT infrastructure etc.,
- Internationalisation part and community engagement- Both are different areas which cannot be covered in same area (can be separated)
- There is a lot of team variation in subjective assessment in the process of assessment and accreditation in the Indian HE system. (peer team review or external experts). Hence, NAAC has moved to objective assessment from subjective assessment since 2017 comprising of 70% objective assessment and 30% subjective assessment.
- The toolkit addresses more on subjective assessment rather than objective assessment which doesn't not relate with NAAC assessment. Hence it requires a modification in the kind of assessment.

# Suggestions on Draft Toolkit

- The toolkit doesn't provide any procedures and methods for implementation to the partner HEIs.
- A well designed set of goals for quality improvement, process, procedure, methodology, key activities, key actors, etc may be given.

Without which, how does this toolkit will function as a guide to improve the quality of the institution?

- Guiding areas for the institution needs to be prescribed for do's and don'ts for the partners to implement their plans
- Under each focus area, procedure and guide needs to be given (Preferably during coaching sessions or before implementing.....)

# Suggestions on Draft Toolkit

- Based on the 5 focus areas, coaching sessions may be planned for the partner institutions. In each focus area, sub factors may be defined (each sub area may constitute one area of quality development).
- Under each focus area, a designated co-ordinator /head /tutor may be identified based on their implementation plans (from European partners/team). The tutor would mentor and monitor the Indian partner institution for Implementation of plan to define the target reach.

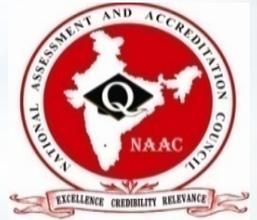
For example-University of Montpellier for focus area of Quality Management System (AMPhi)

KTH, Sweden -Research, Bibliometrics etc

# Ways AHEAD

- The pilot survey on the implementation of the toolkit
- Content for Final Report of the Benchmark Toolkit (eg: executive summary of toolkit, questionnaire, implementation reports of each partner institutions, conclusion of toolkit, etc.,)
- Impact of the benchmark toolkit on the final report of the project.
- Toolkit Impact on the Policy Recommendations under the purview of Indian Higher education
- Promotion of the core values (contribution to national development, use of technology, Global competencies, etc.,) among the HEIs of the country through toolkit
- Publication on “Compilation of Best/Good Practices of the partner Indian and European Universities” as an outcome.  
Ex: 1. Code of Good practice in Research – UB  
2. Montpellier University of Excellence (MUSE) – UM  
3. Global Initiative of Academic network – University of Mysore  
4. Incubation cell- IIT-Madras  
5. Scheme of Lead College- Shivaji University
- Identified few Good Practices (GPs) of HEIs needs to be verified and validated by the partner agencies.
- Institutions can provide the information of Good Practices (GPs) in the template.
- Comments/inputs.....

# THANK YOU



## NAAC PROJECT TEAM

[Dr. Jagannath Patil](#)

[Dr. Wahidul Hasan](#)

[Mrs. Savitha D.J](#)

[Mr. Umesh Kumar. R](#)

