

EQUAMBI

Enhancing Quality Assurance Management and
Benchmarking Strategies in Indian Universities

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Template for the implementation of the Toolkit among the Indian Universities of the Consortium

Version: February, 2020

The Template

Introduction

The following template for the implementation of the Toolkit in the pilot projects of the EQuAM-BI project by the Indian universities of the Consortium is based on the discussions held in the meeting at Barcelona University on 7th and 8th January 2020.

The purpose of designing a template is to allow institutions of higher education to gather the information according to an agreed pattern in order to analyze the information based on comparable items, regardless the diversity of the universities responding filling-in the template.

After the presentation of the experiences from the different universities made in the meeting in Bengaluru on 7th and 8th November 2019 and Barcelona on 7th and 8th January 2020, a synthesis of the headlines that the template should contained has been achieved. The template is based on the case studies of the following higher education institutions: Symbiosis International (Deemed University), Javadpur University, the Indian Institute of Technology at Chennai, the Asian Institute of Design at Bangaluru, Shivaji University at Kolhapur, University of Mysore and University of Mangalore.

The template

Each item of the template should be considered as a guideline and an orientation respectful with the institutional environment, and not as a statement to be read and understood literally. Furthermore, an item can be left blank if the university considers it does not apply to its performance.

The items of the template are as follows:

0. Higher Education Institution mission, vision and values. From the above points, specify strategic drivers concerning quality management in the context of the specific HEI

1. Proposed structure of the quality management and benchmarking department/unit:
links with the governing bodies of the university
2. Quality policy and objectives
3. How the university ensures the quality of its programmes
4. Development of teaching and other actions aimed at students
5. How the university ensures and enhances the quality of its academic staff
6. Management and improvement of material resources and services
7. Research development
8. Community engagement and internationalization strategy
9. Analysis and application of the outcomes to/by the decision-making process of the
university
10. Transparency, equity and ethics

Annex . The template (enlarge the boxes as needed)

EQUAM-BI Erasmus+ Project	
Template for the implementation of the Toolkit	
Nr	Item from the quality assurance policy and management of the university
0	<p>- Mission: NA</p> <p>- Vision: “Inspiring minds for a connected world”</p> <p>- Values:</p> <ul style="list-style-type: none"> • <u>Commitment:</u> We are dedicated to the success of our students, partners, employees and shareholders • <u>Integrity:</u> We are open, honest and ethical in all our operations at all the times • <u>Agility:</u> We are open to new experience, embrace and adapt to the changes quickly • <u>Innovation:</u> We develop a culture that encourages risk-taking, entrepreneurship and flexibility by creating an environment to share learning and make a difference • <u>Diversity:</u> We enhance a diverse workforce that promotes, reflects, and supports the community

	<p>Considering the above points, specify the strategic drivers concerning quality management in the context of the specific HEI:</p> <ol style="list-style-type: none"> 1. Education Strategy 2. Employability Strategy 3. Internationalization Strategy
	<p><u>Comments, operationalization, and evidences:</u></p> <p>AID strives to realize the vision and objectives through deliberate approach of quality teaching and learning, providing conducive learning environment to students and establish quality culture that drives various entities to realize its vision and objectives.</p> <p>The Institutional strategies such as Education strategy, Internationalization Strategy and Employability strategy with associated KPIs and Action strategies provide necessary impetus to achieve the set KPIs.</p> <p>These are regularly monitored and reviewed by the governing committees and College management</p>
<p>1</p>	<p>Proposed structure of the quality management and benchmarking department/unit: links with the governing bodies of the university</p>
	<p>Process of Academic Quality Assurance</p> <p>Our approach : AID’s approach to quality is underpinned by the following:</p> <ol style="list-style-type: none"> I. Reliance on sound academic principles in the design and delivery of learning and teaching II. the importance of the student feedback III. the importance of review by industry and professional bodies and;

IV. a commitment to quality management processes that are efficient and effective.

The Academic Board

Academic Board is concerned with ensuring that the activities of teaching and learning and research, are reputable, of high quality, deliver expected outcomes and comply with institutional policy requirements.

Traditionally Academic Board is responsible for assuring academic standards and quality, academic activities carried out from the staff who are involved in those activities. The academic board ensures academic freedom and academic integrity.

Course management

The Programme Manager shall be responsible for overall quality of the programme. The responsibilities of Programme Manager include:

- I. Ensuring that the course meets its specified aims and learning outcomes;
- II. Administration of the course in respect of academic matters;
- III. The provision of documentation in respect of the monitoring and review process.

Assessment of students

One purpose of assessment is to enable students to demonstrate that they have fulfilled the learning outcomes of the course and achieved the standard required for the award. Student assessment shall be carried out by competent and impartial examiners, and by methods which enable them to assess students fairly.

	<ul style="list-style-type: none"> • An internal moderator specialized in the area of subject shall review the assessments to ensure that the assessment is appropriate to the level and meets the desired outcomes. • The Programme Manager shall review and approve the Assessments • The marked assessment copies shall be reviewed by an independent moderator to ensure that marking is fair and consistent. <p>The Academic Board shall review the results and approve the grades leading to the award of degree to the eligible students.</p> <p>Program monitoring and Review</p> <p>I. On biannual basis, the Programme Advisory Committee (PAC) shall review the performance of the program based on program performance data and any additional strategic measures as required from time to time.</p> <p>II. The performance review may identify the improvements to ensure the success of the program. Any changes undertaken to the programs shall be approved by the Academic Board before implementation.</p> <p>Program Evaluation</p> <p>I. AID shall review and monitor the course and faculty evaluation survey, for the evaluation of courses and teaching.</p> <p>II. Any amendments to courses identified through the evaluation will be undertaken by the PAC which shall review and approve the outcomes.</p>
2	Quality policy and objectives

Asian Institute of Design (AID) is responsible for the academic standards of awards provided in its name, and for ensuring that the quality of teaching and learning experiences is appropriate to enable students to achieve those standards. It gives significant importance to its quality assurance processes in all of its core activities and ensures all processes are efficient and effective in achieving the Vision and Mission and meet stakeholder expectations.

The quality policy provides the framework for establishing and maintaining a functional Quality Management System .To discharge those responsibilities, a range of policies and procedures are set for assuring the academic standards of awards and enhancing the quality of its educational provision.

Operationalization: The implementation of policy rests with Quality Assurance Department and Internal Quality Audits are conducted twice yearly.

Evidence: Policy Statement attached

3	<p>How the university ensures the quality of its programmes</p>
	<p>The programmes offered by AID should be of high quality, affordable, current and relevant to meet the growing needs of the region and industry. A deliberate, collaborative and effective approach to decision-making related to curricular change is needed. Thus, Program Advisory Committee (PAC) plays a key role in reviewing the existing programme, provide recommendations on developmental plans to improve academic programmes offered at AID in alignment with regulatory requirements and the Vision and the values of the College.</p> <p>The programmes offered by AID should be of high quality, affordable, current and relevant to meet the growing needs of the region and industry. A deliberate, collaborative and effective approach to decision-making related to curricular change is needed. Thus, Program Advisory Committee (PAC) plays a key role in reviewing the existing programme, provide recommendations on developmental plans to improve academic programmes offered at AID in alignment with regulatory requirements and the Vision and the values of the College.</p> <p>MANDATE /ROLE OF THE PROGRAM ADVISORY PANEL</p> <p>The PAC shall provide strategic and operational advice on programmes through review meetings and discussions:</p> <ol style="list-style-type: none"> i. On programme development and review policies. ii. On Programme quality and assessment methodologies. iii. On the measures to improve the quality in teaching and learning iv. On currency and relevance of programmes offered v. On development of new and/or revised Programmes quality. vi. On academic – industry engagement to strengthen the curriculum, internships and employability of graduates.

4	<p>Development of teaching and other actions aimed at students</p>
	<p>The teaching at AID is driven by student centric approach which provides enough opportunities for Collaborative and Creative learning. The Teaching and learning activities are guided by internal quality assurance process that ensures process is followed while development of content, assessment preparation and evaluation of student works.</p> <p>Peer review verifies and validates the content and materials developed by faculties. The faculties ensures that students are provided with industry focused content and assessments are real-time oriented that are drawn from industry problems in the area of Animation, Gaming and Design.</p> <p>The Societies and Clubs related to Gaming, Animation, and entrepreneurship provides ample opportunities for students not only to be professionally competent but also for holistic development.</p>
5	<p>How the university ensures and enhances the quality of its academic staff</p>
	<p><u>Comments, operationalization, and evidences:</u></p> <p>The teaching quality is reviewed by Peer and head of academics every semester and provides suggestions for improvements. The innovative practices are shared among faculties which builds a culture of innovative teaching and learning at AID.</p> <p>Regular workshops and training by subject and Industry experts help faculty to be up to date provide current and relevant information to the students.</p> <p>For pedagogical approaches workshops are conducted to provides inputs on student engagement, teaching methods , appropriate tools for assessments and constructive feedback</p>



6	<p>Strategic drivers of the university concerning quality management</p>
	<p><u>Comments, operationalization, and evidences:</u></p> <p>The strategic drivers of the college are</p> <ol style="list-style-type: none"> 1. Education Strategy 2. Employability Strategy 3. Internationalization Strategy <p>The KPIs associated with each strategy and Action plans drive the operationalization and realization of strategies. These activities are periodically reviewed by Governing committees for quality assurance and management.</p>
7	<p>Research development</p>
	<p><u>Comments, operationalization, and evidences:</u></p> <p>Asian Institute of Design primarily focus on Specialized courses training post-secondary students. The emphasis is on creating graduates who are employable.</p> <p>The research activities over the years were very minimal, however with the development and reorganization of the college, Special Interest Group in the area of Animation, Gaming are created and KPIs are set to ensure that atleast 30% of staff are research active.</p>

8	Community engagement and internationalization strategy
	<p>The teaching and learning approach, the co-curricular and extra-curricular activities conducted, practices adopted should instill the culture of community engagement among the students and staff. This should enable them to contribute to the immediate society while studying and after graduating. Thus various opportunities should be explored which enables students to participate in activities that contribute to the development of community. The curriculum that provides scope for these activities shall be included as part of the course. The knowledge gained through these shall be applied in real-life scenarios that will have an impact on socio, economic conditions of the society. This can be achieved by:</p> <ul style="list-style-type: none"> a) Continuous engagement with industries and NGOs to provide real time work practices b) Providing opportunities for students to participate in live projects that emphasize on resolving problems associated to the society. c) Promoting volunteering activities that contributes to the betterment of society <p>Efficient utilization of resources that promotes sustainable environment</p>

	<p>Internationalization Strategy: The overarching aim of AID's internationalization strategy is to boost our international presence and prepare our students and staff to face the global environment with confidence thereby making them global citizens. Successful implementation of the internationalization strategy will not only help position the institution as a reputed global player in the region but will also help the institution in its continuous pursuit of institutional excellence.</p> <p>The primary objectives identified for the next five academic years in our internationalization agenda are:</p> <ol style="list-style-type: none"> 1) Student & Staff Mobility Program (Inward & Outward) 2) Recruitment of International Students focusing on SAARC, Southeast Asia, Africa & Middle East countries 3) Build & develop International Partnership / International Affiliations 4) Promote AID overseas
<p>9</p>	<p>Analysis and application of the outcomes to the decision-making process of the university</p>
	<p><u>Comments, operationalization, and evidences:</u></p> <p>The decision making process has been distributed rather than centralized. The decision making process is more data driven supported by variety of tools and technologies (Data Analysis).</p> <p>This has resulted in more deterministic decisions with decision making process simplified and lean in nature.</p> <p>The department heads are responsible for decisions making to achieve the Institutional KPIs provided to them.</p>

10	10. Transparency, equity and ethics
	<p>AID believes in transparency in its operations and transactions. All their operations are guided and driven by set of core values that emphasise and focus on transparency and ethical operations.</p> <p>It believes that these values should be inculcated in an each stakeholder who is part of AID. Few of the learner attributes are:</p> <ul style="list-style-type: none">i. Ethical Practiceii. Leadershipiii. Agile Learner

Conclusion

The template should be filled-in as under the coordination of a person responsible for quality management but collectively with the contribution of representatives of the various departments, and units involved in the processes mentioned in the template.

The final version should be checked and approved by the person in charge of contributing to the EQuAM-BI Project on behalf of the institution of higher education.

This version should be filled-in by each higher education institution partner of the EQuAM-BI Project and be sent before 24th February at the latest to the following e-mail address: rlavori@aneca.es

Madrid, February 3rd, 2020