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Policy aspects to enhance EU-INDIAN Higher Education cooperation through Benchmarking and QA

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EQuAM-BI White Paper

Policy Proposal for the enhancement of quality assurance in Indian HEIs – Summary statement

The EQuAM model clearly demonstrates that, with coordinated political, academic, and managerial/administrative support, significant and demonstrable advances can be reached in the QA of HE, irrespective of diverse contexts and cultures at institutional, national, and regional levels, and even at a time of acute financial crisis.

EQuAM-BI White Paper

Policy Proposal for the enhancement of quality assurance in Indian HEIs – Summary statement (2)

The EQuAM-BI project concludes that HE policy and practical development concerning QA in Indian HEI should give special attention to the following 5 themes (EQuAM-BI Meeting, Chennai, April 2019):

a. A shared concept of QA - to promote a clear and shared understanding of responsibilities and expectations.

b. A comparison of Accreditation Criteria - to align with international expectations and promote and prioritize achievements and outcomes (over or in addition to input measures and processes).

EQuAM-BI White Paper

Policy Proposal for the enhancement of quality assurance in Indian HEIs – Summary statement (3)

c. The development of a QA Model - that clearly identifies the necessary flows of information for effective and efficient management, and is adaptable to the diverse contexts and priorities of different HEIs.

d. The roles and responsibilities of QA Management Units – including the identification of where authority for ensuring QA activities resides (and when it may be delegated).

e. Foster the engagement of all stakeholders in higher education - concerning their expectations about quality and how it can be improved.

EQuAM-BI White Paper

Policy Proposal for the enhancement of quality assurance in Indian HEIs – Summary statement (4)

The previous points underpin a crucial understanding on QA Management for HE, which impacts both internal and external QA: Internal QA management has to be part of the strategic plan and decision making process in a HEI or university.

The EQuAM model *rationale* in a nutshell:

Internal QA management linked to the institutional policy and strategies, embedded not only in the institutional procedures but also in the teaching and learning, research, innovation and internationalization processes.

EQuAM-BI White Paper

Policy Proposal for the enhancement of quality assurance in Indian HEIs – Summary statement (5)

This model should refer to a particular "QA architecture" deployed on three levels:

- Top level management and HEI's governance structure.

- Structure behind IQA (IQA department, unit, office or bureau).

- Procedure based on ANECA's AUDIT for the evaluation of IQAS and adapted for the EQuAM-BI project through the Toolkit for the involved Indian HEIs.

At this point, the external QA bodies should give back to HEIs part of the responsibilities of their internal QA management.

EQuAM-BI Toolkit

Proposal for the principles underpinning the Toolkit for QA Management of the Indian HEIs

The EQUAM-BI Project Toolkit should help the HEI to define a (their own) strategic approach to quality management that will lead to the development of an explicit quality culture in that HEI. Such an approach should be assumed and supported by the university's decision-making body to ensure that it sustains and promotes a culture of institutional quality and quality assurance.

Proposal for the principles underpinning the Toolkit for QA Management of the Indian universities (2)

To develop the Culture of Quality in the HEI it is essential that it works through its "five focus areas" identified in the "Survey" carried out in the framework of the EQUAM-BI project among Indian universities and coordinated by Symbiosis International:

(a) Teaching

(b) Student learning

(c) Research

(d) Innovation and

(e) Internationalization, services and relations with the community

Proposal for the principles underpinning the Toolkit for QA Management of the Indian universities (3)

The university should commit itself to benchmarking its activities with appropriate national and international higher education institutions, and to identifying opportunities for improvement through extensive self-assessment, as well as to implementing these opportunities in a planned and monitored manner.

The university's Quality Policy should provide the framework and principles for establishing an operational Quality Management System, to review the quality of the main activities in the university, and ensure that they are aligned with the objectives and strategic plan that guides it.

Proposal for the principles underpinning the Toolkit for QA Management of the Indian universities (4)

Each university must define its own approach to creating a Quality Culture by taking inventory of the elements that make up its `prestigious academic brand'. The creation of the Quality Culture should consider the following six elements:

1. The University's Mission, Vision and Values;

2. Its commitment to meeting the expectations of their academic, administrative, and student personnel, including recognition of individual roles and responsibilities, and their achievements;

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Proposal for the principles underpinning the Toolkit for QA Management of the Indian universities (5)

3. to emphasize the paramount importance of internal quality assurance, designed to complement quality improvement and support a quality culture;

4. an integrated "top down/bottom up" approach to quality management;

5. a precise shared objective that justifies QA for the common enhancement of the institution as a whole;

6. a feasible paradigm shift in the "quality" approach, that locates quality in all activities developed at the university, beyond data gathering.

EQuAM-BI Toolkit

Academic Principles of the Toolkit for QA Management of the Indian universities

The **seven academic principles** defined by the EQuAM project are shown below at this point and are the ones that should be contrasted for the case of EQuAM-BI in the context of Indian universities through the implementation exercises and pilot projects to be developed in the first quarter of 2020 (specification items for each principle are included in the file that was previously circulated).

EQuAM-BI Toolkit

Academic Principles of the Toolkit for QA Management of the Indian universities (2)

1. On the establishment of internal Quality Assurance (QA) arrangements within the university - concerning the roles and responsibilities of the institution as a whole.

The QA arrangements should be aimed at institutional level.

2. On the maintenance of internal QA arrangements within the university - concerning the roles and responsibilities of the university as a whole.

The QA arrangements should be aimed at institutional level.

Academic Principles of the Toolkit for QA Management of the Indian universities (3)

3. On the monitoring and coordination of the institutional internal QA activities - that are required as evidence for periodic external evaluation of the university as a whole.

The QA arrangements should be aimed at institutional level.

4. On the establishment of internal QA arrangements for the programs offered by the university.

The university should ensure that QA arrangements aim at program level.

EQuAM-BI Toolkit

Academic Principles of the Toolkit for QA Management of the Indian universities (4)

5. On the continued monitoring of internal QA arrangements for the programs the university offers.

The university should ensure that QA arrangements aim at program level.

6. On the analysis of internal QA outcomes to support institution's improvement and enhancement.

The QA arrangements should be aimed at institutional level.

Academic Principles of the Toolkit for QA Management of the Indian universities (5)

7. On monitoring (and co-ordination) of program proposals submitted by the university for external evaluation/accreditation.

For the institution's central management and co-ordination, these QA arrangements should be conducted at institutional level.

EQuAM-BI Toolkit

Next steps (1)

1. Beyond a first reaction discussion in Barcelona, each Indian partner-institution should conduct a three-fold practical analysis, to present & discuss their results in Pune meeting (March, 2020):

a) To read their respective implementation plan from the perspective of these Principles and their 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 Principle (and their specifications);

c) to write a improvement plan and a schedule for the measures to be undertaken to meet each Principle (and their specifications).

EQuAM-BI Toolkit

Next steps (2):

2. In a shared exercise, the partners should discuss on how to implement the EQuAM-BI Principles within the context of their HEI (difficulties and problems they faced when trying to implement them in their HEI): A document on the discussion and comments should be written to further facilitate and clarify the implementation of the EQuAM principles within the Indian HE context. (Pune Meeting, March 2020).

EQuAM-Bi Toolkit

Next Steps (3)

3. The Toolkit implementation in each Indian partner university could be further piloted and completed through the pilots of EQuAM-BI project, to be submitted and discussed in the meeting at Kalkatta, in May 2020. The discussion there should foster the Toolkit tuning and recommendations for its implementation.

4. The final version of the Toolkit will be presented at the final EQuAM-BI Conference, for its dissemination.

Thank you very much

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