EVALUATION AND QUALITY ASSURANCE SYSTEM AT THE UNIVERSITY OF GRANADA

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UNIDAD DE CALIDAD, INNOVACIÓN Y PROSPECTIVA

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I. PREVIOUS REFLECTIONS (Premises // Reasons)

II. KEY ELEMENTS: Norms, structures, programs and processes.

III. QUALITY ASSURANCE IN DEGREES AND INSTITUTIONAL SERVICES

IV. DIFFICULTIES, SUCCESSES AND CHALLENGES
I. PREVIOUS REFLECTIONS (Premises // Reasons)

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IV. DIFFICULTIES, SUCCESSES AND CHALLENGES
PREMISES

• Evaluation as a transparency exercise
• Accountability
• Involvement of all groups
• The need for effective and dynamic information management systems
✓ To respond to European Higher Education Area aims
✓ To improve the UGR providing of qualifications, centers, services and research of quality.
✓ Advance towards Excellence
✓ Responding to transparency (accountability)
✓ Enable evaluative culture
✓ Taking into account european trends
✓ ..
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IV. DIFFICULTIES, SUCCESSES AND CHALLENGES
4. **¿ Comment évaluer et assurer la qualité et l'amélioration dans les universités?**

**KEY ELEMENTS**

- Regulations and guidelines
- Structures and organs
- Programs
- Procedures

- European
- National
- Regional
- Local (Universidad)
✓ -Statements of European Higher Education Area (EHEA)
✓ Ley Andaluza de Universidades (LAU), 15/2003, de 22 de diciembre // Ley 12/2011, de 16 de diciembre
✓ Other specific laws
✓ Bylaws of the University of Granada
Structures and organs for Quality Assurance

EXTERNAL AGENCY

INTERNAL UNIVERSITY
EXTERNAL:

ENQA:
European Association for Quality Assurance in Higher Education

ANECA:
National Agency for Quality Assessment and Accreditation

AAC // DEVA:
Andalusian Agency of Knowledge // Direccion of Evaluation and Accreditation
ENQA: European Association for Quality Assurance in Higher Education

Standards and Guidelines for Quality Assurance in the EHEA (European Higher Education Area, 2005-2015)

The institutions must have the means to guarantee the quality of their teachers, their teaching, the research and their services.
ANECA: (2001)
National Agency for Quality Assessment and Accreditation

“Contribute to the quality improvement of the Higher education system, through the assessment, certification and accreditation of university degrees, programmes, teaching staff and institutions”
QUALITY POLICIES:

AAC: Agency Andalusia del Conocimiento (DEVA)

Contribute to:

• Improving the quality of university education and innovation in Andalucía and the quality policies of the universities in Andalusia, through the evaluation of all activities of teaching, research and transfer the system to enrich

• Ensuring the quality of people who access the University System Andaluz
INTERNAL: QUALITY ASSURANCE, INNOVATION AND PLANNING UNIT (2015 go on)

http://calidad.ugr.es/
QUALITY ASSURANCE, INNOVATION AND PLANNING UNIT

DIRECTION
Teresa Pozo Llorente

Director of Data, Information and Prospective Office
Aurora del Río Cabezas

Director for Evaluation, Enhancement and Accreditation of Degree Programmes and Institutional Services
Marian Navarro Ruiz

Director of Teacher Development Office
Jorge Expósito López

Manager for Evaluation, Enhancement and Accreditation of Degree Programmes
Pedro Rubio Mercado

Manager for Evaluation of Institutional Services
José Claudio Gil Reyes

20 technical and administrative staff
To promote and increase the competitiveness and excellence of human resources, teaching, qualifications, centers and services of the UGR, in permanent coordination with the different areas of university management and from a quality management model based in transparency, professionalization, efficiency, and continuous improvement.
INTERNAL:

QUALITY ASSURANCE, INNOVATION AND PLANNING UNIT

Commissions:
- Commissions of Evaluation and Quality
- Commissions of Internal Quality Assurance (Center and Degrees)
- Comision of Users Services Charter
- Comision of Performance Improvement Plans
  Commissions of Training and Teaching Innovation
- ...

Structures/organs
Degree Teachers Centro University

EXTERNOS (AGENCIAS) – INTERNOS (UGR)

AUDIT/IMPLANTA. Programs for the certification of QAS

Verification – Monitoring – Modification - Acreditacion (Degrees)

DOCENTIA (Teaching evaluation)

ACADEMIA (Teacher accreditation and evaluation)
EXTERNAL (AGENCIES):

- PROTOCOLS (Programs)

INTERNAL (UGR)

- CENTER AND DEGREE
  - Quality assurance systems of university degrees
    (bachelor/master/doctoral programs)

- TEACHERS
  - General process for evaluating the teaching quality
  - Process for the Certification of the teaching quality

- INSTITUTIONAL SERVICES
  - ISO
  - EFQM
UGR QUALITY ASSURANCE POLICY

experience, knowledge, autonomy, development, equality, internationalization, environment, transparency, innovation, quality

http://calidad.ugr.es/politica
I. REFLEXIONES PREVIAS (Premisas // razones),

II. ELEMENTOS CLAVE: Normativa, Estructuras, Programas y Procesos.

III. QUALITY ASSURANCE IN DEGREES AND INSTITUTIONAL SERVICES

IV. RETOS FUTUROS
QUALITY TEACHING // TEACHING EVALUATION

- External references
  
  ➤ ENQA:
  
  European Association for Quality Assurance in Higher Education
  
  ➤ ANECA:
  
  Agencia Nacional de Evaluación de la Calidad y Acreditación
  
  ➤ AAC/DEVA:
  
  Agencia Andaluza del Conocimiento

- UGR’s experience: Bylaws, strategic plans, quality plans,...

- UGR’s Bylaws (2011)

  Art. 104 // Art.105 // Art.174 // Art. 212

  “UGR will establish the necessary means and structure for the evaluation and improvement of the quality of the university activity in the teaching, research and management fields”
SCOPE

- Undergraduate Degrees
- Master Programs
- PhD Programs
¿Cómo evaluar y asegurar la calidad y la mejora en las universidades?

Quality Assurance Systems of University Degrees

Verification
Legal Approval

Accreditation

Degree Design
Implementation - Monitoring - Improvement

Year 1 Year 2 Year 3 Year 4 Year 5 Year 6

Year 7 Year 8 ...

Quality Assurance System
(1) **Degree description.**

(2) **Justification.**

(3) **Competences.**

(4) **Student entry and admission.**

(5) **Programme content**

(6) **Academic staff**

(7) **Physical resources and services**

(8) **Anticipated outcomes and quantitative results.**

(9)

(10) **Timetable for introduction of the degree**
QUALITY ASSURANCE SYSTEM?

It is a tool for the management of the quality of the degree that implies the constant and systematic improvement of the several dimensions or factors that affect the degree results.
QUALITY ASSURANCE SYSTEM?

- Continuous improvement
- Public information
- Stakeholders participation
- Stakeholders satisfaction
- Information management
- Transparency
- Paperwork
Commission of Internal Quality Assurance of the Degree

- DOES NOT MAKE DECISIONS about the degree.
- MAKES proposals for improving the Taking decisions process by academic authorities.
- CONTRIBUTES to have quality indicators of the degree
- DEVELOP the SGC.
Quality Assurance Systems of University Degrees

DIMENSIONS:

- Educations and academic staff
- Academic Performance
- External Practices
- Mobility programmes
- Graduates employment and their satisfaction with the training received
- Satisfaction of different groups involved
- Attention to the suggestions and complaints
- The dissemination of the curriculum, its development and results
# Quality Assurance Systems of University Degrees

**INDICATORS. Dimension: Academic Performance**

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>Academic Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Estimated value</td>
</tr>
<tr>
<td>Rate of graduation</td>
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<tr>
<td>Rate of drop out</td>
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<td>Rate of efficiency</td>
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<td>Rate of success</td>
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<tr>
<td>Rate of performance</td>
<td></td>
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<tr>
<td>Average durations of studies</td>
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## Quality Assurance Systems of University Degrees

### INDICATORS. Dimension: Graduates employment and their satisfaction with the training received

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<td></td>
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<tr>
<td><strong>Average time for insertion</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Satisfaction degree with training received</strong></td>
<td></td>
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</tbody>
</table>
Procedures

- **CAPTURE and ANALYSIS of the information**
- **FOLLOW-UP – REVIEW – TAKE DECISIONS**

WHEN? WHO? HOW?
SOURCES OF INFORMATION:

- Academic Staff
- Students
- Administration and Services Personal
- Graduates
- Business mentors
- Students mobility programmes
- UGR’s database
- ...

INSTRUMENTS:

- Reports
- Questionnaires
- Autoreports
2. ¿Cómo evaluar y asegurar la calidad y la mejora en las universidades?

**Quality Assurance Systems of University Degrees**

- Verification Legal Approval
- Accreditation

**Degree Design**

**Implementation - Monitoring - Improvement**

Year 1 Year 2 Year 3 Year 4 Year 5 Year 6

**Monitoring Improvement**

Year 7 Year 8 ...

**Performance Improvement Plan**

**Quality Assurance System**
1. Opinion of the students on the teaching performance of teachers

2. Global model of evaluation of the teaching activity:
   - DOCENTIA
   - Transient model
1. Opinion of the students on the teaching performance of teachers

2. Global model of evaluation of the teaching activity:
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   - Transient model
STUDENTS OPINION ABOUT THEACHING

- Long tradition. From 1989-90
- Quality Instruments (Commissions / 5 Questionnaires)
- Quality process(Centro externo, ISO)
- Face application Online
- Oficial teaching in Degree (Bachelor, and Máster)

IMPROVING TEACHING
Theoretical dimensions

1. Planning and fulfillment
2. Teaching skills
3. Learning Assessment
4. Class environment and T/S relationship
The information provided by the lecturer on the teaching planning of this course throughout its development seems to me appropriate and sufficient.

He/she complies with the foreseen planning in the teaching guide.

He/she meets the assessment systems and criteria specified in the teaching guide.

He/she meets the assessment systems and criteria specified in the teaching guide.

In tutorials the lecturer meets my needs properly.

Theoretical and practical activities are coordinated.

The tasks suggested by the lecturer help me to learn.

...
1. Opinion of the students on the teaching performance of teachers

2. Global model of evaluation of the teaching activity:
   - DOCENTIA
   - Transient model
QUALITY TEACHING // TEACHING EVALUATION

DOCENTIA - UGR

✓ Sole / Universal

✓ Mandatory

✓ Discriminatory (FAVORABLE/ UNFAVORABLE -100)- 120

✓ Five academics courses

✓ Impact – Improvement actions

✓ Diversity of informants (students, teachers, academic managements, Data Base-UGR, ...)
I. PLANNING
   I.1. Teaching Organization and coordination
   I.2. Teaching and learning Planning

II. DEVELOPMENT
   II.1. Teaching development
   II.2. Learning Assessment

III. OUTCOMES
   III.1. Students outcomes
   III.2. Internal and external outcomes

IV. INNOVATION AND IMPROVEMENT
   IV.1 For teaching activity
   IV.2. For teachers culification
- Students (questionnaires): **20%**

- Teacher (Self Evaluation): **46%**

- Database Institutional: **7%**

- Academic Responsible: **27%**
EVALUATION OF INSTITUTIONAL SERVICES

SCOPE

- University Libraries
- Sport Centre
- Work Placement Office
- International Office
- Student Support Service
- Faculties/Schools Secretariat
- Laboratories
- Center for Scientific Administration
- Knowledge Transfer Office
- Computer and Communication Network Service Centre
- Health and Risk Prevention Centre
- University Archive
- ...
EVALUATION OF INSTITUTIONAL SERVICES

CONTEXT

INFORMATION SOCIETY

HIGHER EDUCATION INSTITUTIONS MUST CHANGE

ADAPTATION TOOLS

NATIONAL OR REGIONAL PROGRAMS (Quality Assurance Agencies)

HOW

NEW FINNANCIAL MODEL
The **NEW CITIZEN** is an educated person (who has learned how to acquire, analyze, synthesize, evaluate, understand, and communicate knowledge and information) with **STRONG TECHNOLOGY SKILLS**.

The new citizen not only want public services, the new citizen **REQUIRES**:

- Speed
- Efficiency and Effectiveness
- Compromise
- Transparency
EVALUATION OF INSTITUTIONAL SERVICES

CONTEXT:

– Increase EFFICIENCY, or increase the EFFECTIVENESS of the process or procedure.

– Generate ideas for modifying organisational behavior and infrastructure.

Key concept:
CREATE A PERFORMANCE EVALUATIVE AND IMPROVEMENT CULTURE
ISO 9001: Integrated Quality Assurance System
ISO 9001: Integrated Quality Assurance System

EVALUATION OF INSTITUTIONAL SERVICES

- Procedures - Protocols
- Policy - Strategy
- Strategic Objectives
- Action Plans
- Indicators – Reports – Questionnaires - Audit process
ISO 9001: Integrated Quality Assurance System

- Quality Objectives
- Quality Policy
- Quality Manual
- Procedures
- Records

- Document that describes carefully the way of carrying out an activity
- Documents that answer questions as What?, Who?, How?, When? Or Where?
- Documents that show evidence of the developing of the activities
ISO 9001: Integrated Quality Assurance System

WHAT DO WE DO?
- Design the Global System
- Coordinate the elaboration of Quality Objectives, Quality Policy and Quality Manual
- Advise our colleagues how to use tools
- Coordinate Improvement Teams
- Coordinate Internal and External Audit Processes

HOW DO WE DO IT?
- We use a common Web Tool to manage:
  - Procedures.
  - Indicators Panel.
  - Non-conformity reports.
  - Action Plans
**EVALUATION OF INSTITUTIONAL SERVICES**

**EFQM (European Foundation for Quality Management) MODEL**

2012-2014-2016-2018

- The University Library has reached 500 points under the EFQM model.
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IV. DIFFICULTIES, SUCCESSES AND CHALLENGES
DIFFICULTIES

✓ Motivate participation
✓ Excessive bureaucratic
✓ Generate evaluative culture
✓ Have a system for information management (database, computer media,...)
✓ "Fear" of transparency
**SUCCESSES/CHALLENGES**

- **Existence of public and transparent regulations**
- **Existence of stable structures**
- **Progress towards transparency and availability of information**
- **Ensure the usefulness of evaluative processes**
- **Simplify//streamline quality management processes** (Many universities are currently in the process of re-thinking the Quality Assurance System, UGR, too.)
THANK YOU FOR YOUR ATTENTION

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