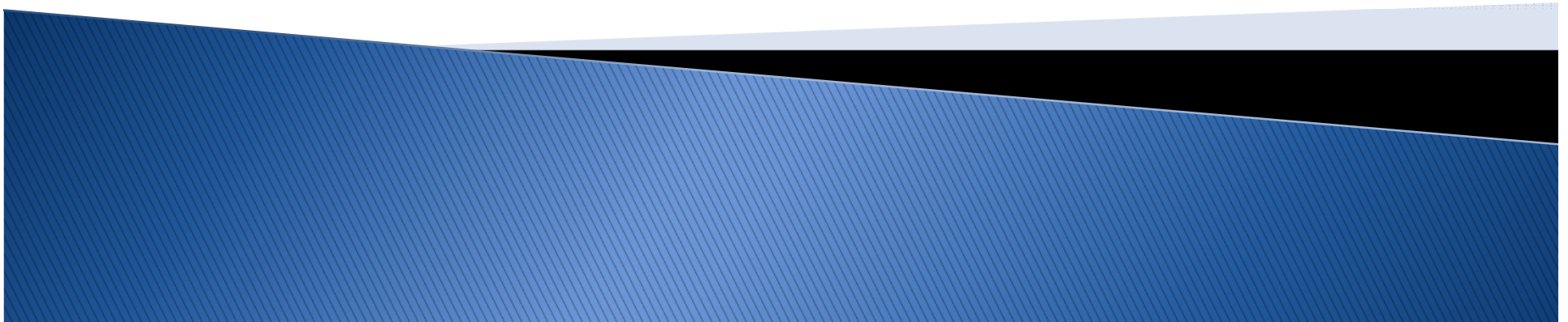**IEP**
EUA-Institutional Evaluation Programme

Workshop for universities

Bucharest, 10 January 2012

Institutional Evaluation in Practice

Tia Loukkola

Principles

- Overall goal: to strengthen institutional capacity and support institutional change processes

- Institutional approach

- Improvement orientation – supporting the institution in developing its strategic and quality management

- Geared towards the interests of the institution

- Evaluation primarily in light of the institution's own mission and goals, based on a set of questions

- No comparison or ranking

Evaluations as Part of the Project Activities

▸ Key activities of the projects

- ◦ Launch event (9 January)

- ◦ Workshops for universities

- ◦ Institutional evaluations resulting in a final evaluation report

- ◦ Post-evaluation workshops

- ◦ Cluster report for each class analysing common trends, strengths and weaknesses (compiled in a system review report after the evaluations of all participating universities)
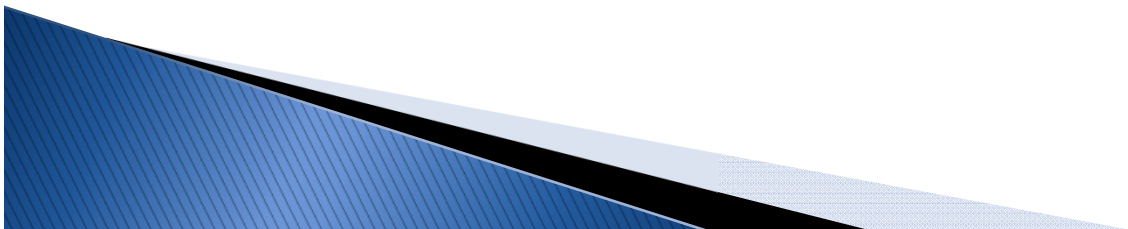
Aims of the evaluations

1) Evaluating the extent to which each university fulfills its stated institutional mission

2) Assessing the extent to which each university's stated institutional mission corresponds to the results of the classification exercise and to current institutional reality

3) Supporting universities in further improving quality provision and strategic management capacity through targeted recommendations
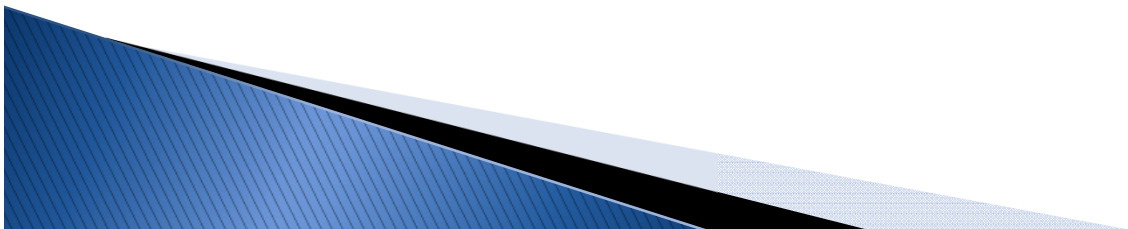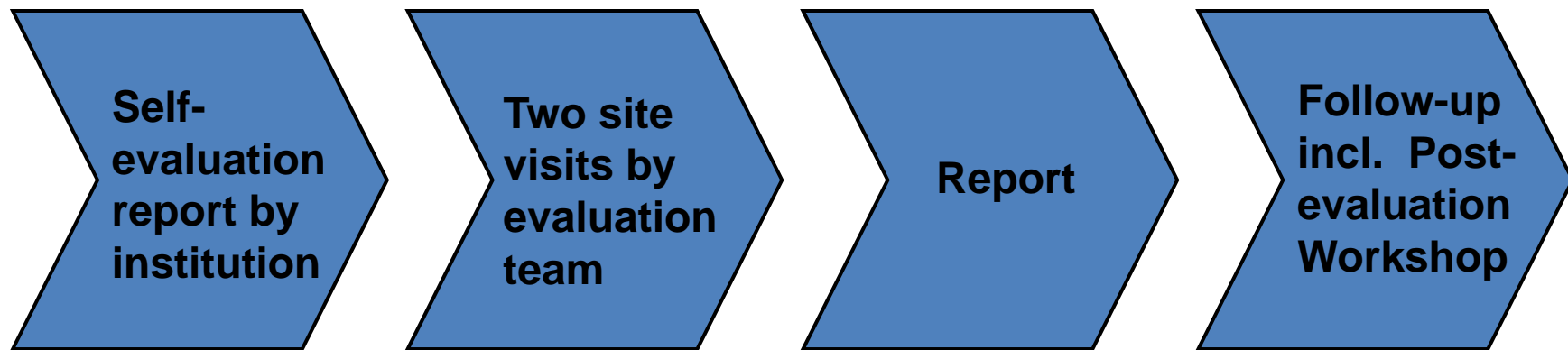
Aims of the evaluations

4) Supporting universities in enhancing their institutional quality assurance mechanisms

5) Providing policy inputs through cluster reports and final system review report that will support the Romanian authorities in further developing higher education policies, specifically the methodology used for the classification of universities.

Major steps in the evaluation process

Self-evaluation report by institution

Two site visits by evaluation team

Report

Follow-up incl. Post-evaluation Workshop

Self-evaluation Process

▸ Results in a self-evaluation report (SER) which needs to be sent to IEP secretariat **4 weeks before the first site visit**

▸ Helena Nazaré's presentation

▸ See guidelines section 2

▸ The more honest the SER is, the more useful it is to the Team

4 key questions

▸ What is the institution trying to do?

   ◦ *Mission, aims, objectives and their appropriateness, how the university sees itself locally, nationally, internationally*

▸ How is the institution trying to do it?

   ◦ *Processes, procedures, practices in place and analysis of their effectiveness*

▸ How does it know that it works?

   ◦ *Feedback systems in place, in particular QA mechanisms*

▸ How does the institution change in order to improve?

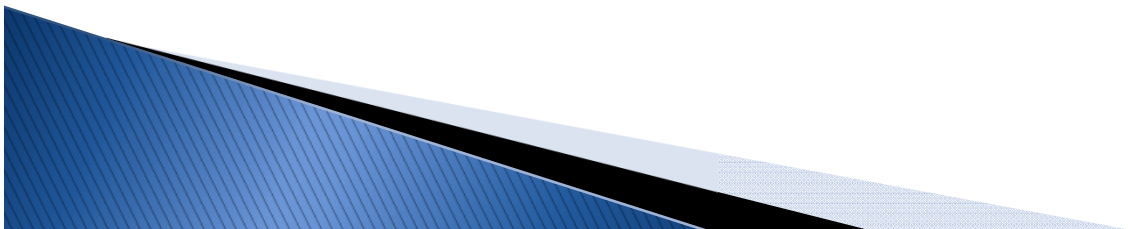   ◦ *Strategic planning, capacity and willingness to change*

Site visits: planning the programme

- 1st site visit programme designed by the university (sample schedule available in the guidelines) -> send draft programme to IEP secretariat in advance
- 2nd site visit: team takes the lead
- Groups to be met: see guidelines
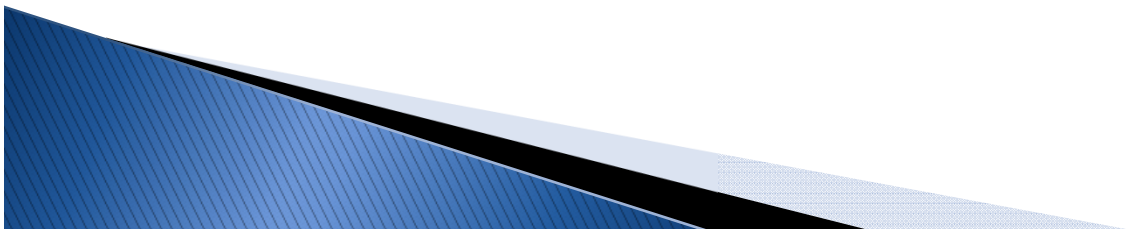- UEFISCDI in charge of logistical arrangements

Site visits: practical considerations

▸ Realistic schedule (breaks, transfers, lunches)
▸ Privacy and confidentiality of the interviews
▸ Limited number of participants per interview (max. 8)
▸ No presentations allowed

Between site visits

▸ Arrangements for the second visit are made
▸ Typically the University is asked to provide additional material
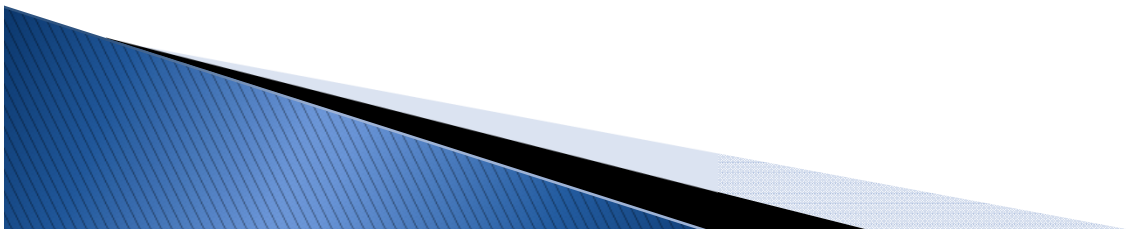▸ Team continues to work via e-mail

Evaluation report

▸ Oral report
  ◦ Presented at the end of the second visit
  ◦ The Team provides its first impressions and conclusions
  ◦ The University community usually invited

▸ Final evaluation report
  ◦ Based on the oral report (more elaborated)
  ◦ Presents the Team's conclusions, including identified good practices and recommendations for further development
  ◦ Sent for factual checking to the University before publishing
  ◦ Published on the project web-site: www.forhe.ro

After the evaluation

▸ The University is expected to address the recommendations internally

▸ A post-evaluation workshop is organised for the evaluated universities to provide peer-support

Further information

- Guidelines for institutions
- Logistical arrangements: UEFISCDI project team
- Issues related to the evaluation contents and teams: the IEP secretariat
  - Alicja Ziubrzynska: alicja.ziubrzynska@eua.be
  - Crina Mosneagu: crina.mosneagu@eua.be