Towards a Culture of Quality: Establishing Integrated Quality Management Systems (EIQMS)

Proposal in the bounds of the DAAD/HRK funding programme DIES-partnerships (2014)

Project description

Consortium

University of Duisburg-Essen (coordinating university) represented by Dr. Christian Ganseuer (Managing Director of Centre for Higher Education Development and Quality Enhancement) and Ms. Petra Pistor (QA officer)

Egerton University, represented by Prof. James Tuitoek (Vice-Chancellor) and Prof. Prisca Tuitoek (Head of Directorate of Quality Assurance, QA officer)

St. Augustine University, represented by Rev. Dr. Charles Kitima (Vice-Chancellor) and Mr. Laurent Masui (QA Officer)

Project targets

1) Building up capacities for an integrated quality management system
2) Sharing experiences on curriculum development and self-report based peer review of study programmes or programme accreditation
3) Piloting and implementation of a cluster-evaluation or faculty-evaluation comprising an internal academic audit, based on the experience of IUCEA self-evaluation report project
4) Conceptualization and implementation of institution-wide graduate tracer studies
5) Building up a reliable technical and methodological infrastructure for quality assessments and data analysis

Duration: 01/2014 – 12/2017

Planned Budget: 280.000 € in total, 70.000 € annual budget
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1 Background and Project Partners

1.1 Background and Establishment of the Cooperation

Both Egerton University, Kenya, as well as St. Augustine University, Tanzania, are long-standing partners within the framework of the Inter University Council of East Africa (IUCEA) facilitating the networking activities in the East African Community (EAC). Both Universities actively took part in the ventures of the Association of African Universities (AAU) and several programmes aiming at the establishment of QA structures and procedures, coordinated by IUCEA, German Academic Exchange Service (Deutscher Akademischer Austauschdienst, DAAD), German Rectors’ Conference (Hochschulrektorenkonferenz, HRK), UNESCO and others. Their achievements in this field so far include not only the contextualization of activities for assuring and enhancing quality within respective university-internal institutions and bodies, but also the recurrent conduction of self-evaluations and external assessments.

Thus, both universities can be seen as main promoters for the development of structures and procedures connected with quality management in Higher Education Institutions. As leading partners within the East African Higher Education Area St. Augustine University and Egerton University have shared their experiences on QA at many occasions.

The project Towards a Culture of Quality - Establishing Integrated Quality Management Systems (EIQMS) particularly aims at the consolidation of the cooperation of the East African partners, supplemented by new impulses provided by the University of Duisburg-Essen.

Since 2005 University of Duisburg-Essen has implemented and revised an integrated quality management system, consisting of QA instruments on different organizational levels, comprising also graduate tracer studies and faculty evaluation, which are a substantial part of EIQMS.

With its Centre for Higher Education Development and Quality Enhancement (CHEDQE) University of Duisburg-Essen has an institution available, managing the tools and procedures for enhancing quality for the whole University. In addition to these UDE-internal services CHEDQE also provides its experiences to other Higher Education Institutions within the framework of national and European projects and cooperation for capacity building in QA and management consultancy. As one of Europe’s largest Universities having methodological and practical expertise with both structures and various instruments of quality management UDE wishes to enlarge its international outreach and to share experiences with partners beyond Europe. Under the umbrella of the DAAD DIES-programme¹ and other international cooperative projects, UDE has established as potent partner for fostering quality management in the international context.

Against this background the contacts with high-potential Universities of the EAC have turned out to be particularly fruitful for both sides. Recent cooperation with East African Universities shows that for example the UDE’s expertise in the evaluation of organizational units within Universities is highly appreciated by HEIs of East Africa, which already have successfully implemented a system of regular assessment of study programmes and wish to include the level of organizational units in their QA activities. In turn, UDE profits from the experiences of Universities, which have a notion of quality assurance more focussed on the assessment by key performance indicators and common standards (opposing a rather flexible notion of the concept of quality at German Universities).

As for the partners within the EIQMS project, the exchange of ideas and experiences both on the project and beyond has proved most fruitful in the bounds of the High Level Forum on East African Higher Education Quality Assurance in Nairobi, Kenya, in February 2013 and continued at the fringe of the 3rd East African Quality Assurance Forum in Kigali, Rwanda, in May 2013.

The partners have been in close cooperation during the last months in order to transform initial project ideas into a substantial project outline. In doing so, they have established a relationship of mutual trust and wish to affirm this for the further cooperation. Each partner will contribute to the overall idea of DIES by bringing up their particular expertise and different perspectives.

¹ e.g. DIES-Trainings (ASEAN), International Deans Courses in Africa and Asia, 1st, 2nd and 3rd East African Quality Assurance Forum.
1.2 Project Partners and their Frameworks

1.2.1 UDE

The University of Duisburg-Essen (UDE) is located in the European region with the highest density of institutions of higher learning. Created in 2003 by the merger of the universities of Duisburg and Essen, the UDE is the youngest university in North Rhine-Westphalia and with its ca. 39,000 students and ca. 4,400 staff members one of the ten largest universities in Germany. In many disciplines the UDE ranks amongst the TOP 10 of German research universities. Over the past three years, research income has risen by approximately 100 percent, a development which is also thanks to the five main research areas: Nano-sciences, Biomedical Sciences, Urban Systems, Empirical Research in Education, and Change of Contemporary Societies. Today, University of Duisburg-Essen has got ca. 400 international partnerships. Since 2005 an evaluation-oriented holistic quality management system has been implemented at UDE successively, comprising a variety of tools for the assessment of quality on different levels and within different areas. UDE’s quality management system is valid for all organizational units of the university. The Centre for Higher Education Development and Quality Enhancement (CHEDQE) is a central service provider of UDE. The mission of CHEDQE is to support the rectorate, faculties and researchers in the development and improvement of quality in teaching and learning. Therefore it cooperates closely with faculties, central administration and other service organizations to optimize the structures, processes and interfaces within the university. Moreover, it contributes to the promotion of young academics, the development of quality culture and to managing diversity. CHEDQE bundles comprehensive expertise in the field of quality assurance and is – amongst others – in charge of supporting faculties in developing and revising curricula, conducting graduate tracer studies, course evaluations and faculty evaluations.

As coordinating partner University of Duisburg-Essen and CHEDQE will share their expertise by taking the project coordination and conducting workshops on curriculum development, graduate tracer studies and faculty evaluation. As coordinating partner well experienced in quality assurance UDE will particularly offer input derived from its experiences for the workshops within EIQMS. UDE will also provide support for the didactical framework of the workshops and working materials and administer an online-platform ensuring the communication between the project partners.

Dr. Christian Ganseuer is managing director of CHEDQE and is - in the context of this proposal - responsible for the quality assurance system of the UDE. As a peer evaluator he counselled and evaluated universities and their QA systems in Germany, Europe and South-East Asia.

Petra Pistor, M.A. works as a quality manager at CHEDQE. Since 2012 she is head of the evaluation team. Amongst others, she was occupied with a variety of evaluation projects in the field of teaching, research and organizational structure. Currently, her working activities are focused on the design and realization of different evaluation projects as well as on the cooperation within different international projects on quality culture and capacity building within the field of quality assurance.
1.2.2 Egerton University

Egerton University was established in 1987 and plays a major role in the achievement of national development goals through teaching, research and community outreach activities. The university has nine faculties and fifty-one academic departments offering a wide range of programmes at diploma, undergraduate, and postgraduate levels.

The governance structure of Egerton University consists of the Chancellor, the University Council, the University Management Board (UMB), the Senate, Deans of Faculties, Directors of Schools, Centres and Institutes, Chairmen of Departments, and Heads of Departments and Sections. The Vice-Chancellor, Prof. James Tuitoek is the Chief Executive and is responsible for the day to day administration of the University (Chairs the UMB and Senate). There are three divisions within the University: The Division of Academic Affairs, the Division of Administration and Finance, and the Division of Research and Extension. The university currently has a population of about 19,000 students, 514 academic staff and 1,441 non-academic staff. Over the years, Egerton University has been paying keen attention to the enhancement of quality in its delivery of products and services through attainment of ISO certifications and adoption of public service results-based management through performance contracts.

The Directorate of Quality Assurance (DQA) was started in June 2005 and is headed by Prof. Prisca Tuitoek. The directorate, which is advised by the board of QA, reports to the Vice Chancellor, works closely with Deputy Vice Chancellors, Deans, Directors and Chairs of Departments. In its operations the directorate is guided by the Academic and Research Quality Assurance Policy. In consultation with the different units of the university, the directorate has developed modalities and procedures for ensuring maintenance of quality academic and research standards at the university. This is done through: development and use of appropriate monitoring and evaluation tools; coordinating annual satisfaction surveys, coordinating internal programme reviews, through self-assessment at departmental level and external peer reviews, evaluation of teaching effectiveness by students, conducting routine academic and research audits. A Recent audit by the Kenyan Commission for University Education recommended to the University the need for a structured way of obtaining feedback from stakeholders (e.g. by graduate tracer studies) and a comprehensive QA to include governance, human resources, facilities, funding and financial management, educational activities, research and community outreach. Besides bringing in its wide experiences into the project, Egerton University can bundle its activities according to this recommendation within EIQMS.

Professor James Tuitoek, the Egerton University Vice-Chancellor and a member of the IUCEA Executive Committee has been active in the implementation of the IUCEA/DAAD/HRK project Quality Assurance Initiative.

Professor Prisca Tuitoek, the Director Egerton University’s QA department has QA experience through training and active involvement in the IUCEA/DAAD/HRK project especially in the self-evaluation of academic programmes. She has been called upon to share experiences in East and West African meetings organized by IUCEA and DAAD.

1.2.3 St. Augustine University

St. Augustine University of Tanzania (SAUT) is a chartered university owned by the catholic bishops of Tanzania. From a small institute of student population of about 300, two certificate programmes and three advanced diploma programmes SAUT, formerly Nyegezi Social Training Institute (NSTI) has seen phenomenal growth. It was transformed into a university in 1998. Since then a number of certificates, diploma, degree and post graduate degree programmes have been added. Currently the student population has reached over 27,000 of which about 13,000 are at the main campus at Malimbe Mwanza, Tanzania. The university comprises at present three medical colleges (one has recently become a full-fledged university), seven constituent colleges and three centres scattered all over the country.
Apart from the IUCEA initiative mentioned above SAUT has gone a step further to spearhead the establishment of the quality initiatives amongst African catholic universities. The initiative has culminated into the formation of ACUQA (African Catholic Universities Quality Agency), an agency that will be responsible to oversee the introduction of quality culture in the member institutions. Also, with University of Vechta in Germany there has been established a project that will deal with quality assurance for students’ administration services. This project is coming to an end in November 2013.

Ever since the inception of quality assurance activities the directorate of quality assurance has been playing an advisory and consulting role to different units, centres and colleges on quality matters. Gradually it has been involved in the development of quality management tools and systems for the university and its affiliates. Cases of example include, among others, supporting faculties in developing and revising curricula, developing and conducting tracer studies, course evaluations, faculty evaluations and institutional evaluations.

From the experiences garnered elsewhere SAUT will add to the wealth of contextual experience in order to validate the project’s intended outcomes. On the other hand whatever will be learnt here will be cascaded down to other SAUT partners in dealing with quality matters.

Dr. Charles Kitima is the vice-chancellor of the university for the past ten years. During his tenure of office he has seen it expanding both in quantitative and qualitative dimensions. He has been a member of different organs responsible for quality management at higher education institutions. In that capacity he has been involved in a number of national, regional and international projects on quality management.

Mr. Laurent Masui has been working as a quality officer at SAUT ever since the IUCEA piloting phase in 2008. He has been involved in self-assessment of various institutional academic programmes and even the institutional evaluation. Currently he is involved in the assessment of students’ administration services. He is also involved in developing various teaching and learning assessment tools. He is part of the technical team in the ACUQA.

2 Project Description

2.1 Overall targets – Contribution to the Goals of DIES

The overall objective of EIQMS is building capacity and the joint development and practical testing of tools and procedures for quality assurance forming the basis for the implementation of stable and sustainable quality management systems within the partner universities Egerton and St. Augustine.

Therefore the consortium has agreed on the following sub-goals aimed at within EIQMS:

1) Building up capacities for an integrated quality management system
2) Sharing experiences on curriculum development and self-report based peer review of study programmes or programme accreditation
3) Piloting and implementation of a cluster-evaluation/faculty-evaluation comprising internal academic audit based on the experience of IUCEA self-evaluation report project
4) Conceptualization and implementation of institution-wide graduate tracer studies
5) Building up a reliable technical and methodological infrastructure for quality assessments and data analysis

These goals contribute to the objectives of the DIES-programme in the following way:

In the long run, EIQMS aims at the improvement of the management of university structures and resources by not only implementing singular tools for quality assurance but laying special focus on piloting and valuating tools and procedures, which are designed for forming an integrated quality
management system closely connected with steering procedures at the particular institutions. This will finally support the East African partners to keep up with European standards for quality management and also foster the international outreach of the German partner.

EIQMS will support the East African partners to elaborate on their system for **systematically improve curricula and study conditions at the level of the institution as a whole and the faculties**. This will be achieved by the exchange of experiences with curriculum development and revision and the joint development of re-usable working material and guidelines (checklists, key-questions, key-performance indicators etc.).

The workshop oriented concept of EIQMS will help to **advance the training levels of QA officers and HEI-leadership**, by putting special emphasis on the provision of hands-on, didactically well-planned trainings and re-usable training materials. By integrating an University-internal information cascade as a work package into the project plan, EIQMS makes sure not only the acceptance of the tools and procedures to be implemented, but also ensures that many stakeholders within the partner Universities can profit from EIQMS. Since managing diversity and the equality of women and men is an important characteristic of UDE’s profile, the promotion of young scientists and administrative staff as well as the promotion of women is an integral underlying principle of EIQMS (e.g. South-partners are invited to achieve a quota of 50% female workshop participants).

By its collaborative approach the EIQMS-project prepares the ground for a **sustainable network between the German and its East African partners**. The establishment of an online-platform for the exchange of project progress and impulses beyond will support this aim by providing a communication infrastructure and a knowledge data-base. Especially the study visits to Germany and the involvement of Europeans as external reviewers in the bounds of faculty evaluations provide a framework for the East African partner for networking activities with other European actors than UDE.

Additionally, the consortium attaches a special value to **building up a stable South-South network**. This is reflected in the project plan and calculation, which include time slots and financing for ensuring the dialogue between the East African partners. Moreover, during the development of the project plan the concept of “train-the-trainer” has been kept in mind; QA officers qualified in the bounds of EIQMS will be able to forward their knowledge and experience to other stakeholders within the East African community and beyond taking recourse to the materials developed in the bounds of EIQMS.

EIQMS is subdivided into 8 work packages. Since the project’s main focus is preparing the grounds for an integrated quality management system, these work packages comprise not only capacity building workshops enabling both University leadership and quality managers to manage QA tools and procedures, but also the conduction of graduate tracer studies and cluster- or faculty evaluations. Hereby, EIQMS coherently follows the track of the developments within the East African Higher Education Area:

Although there is a lot of experience in the field of graduate tracer studies available among the EAC, there still is a strong need for overcoming obstacles and improve the social scientific foundation of these studies. This was shown by a short survey among the participants of the 2nd East African Quality Assurance Forum in Uganda in 2012.

Up to now 50 QA coordinators and 50 peer reviewers have been trained in the bounds of the DIES-project East Africa. Also, 50 study programmes have been evaluated successfully so far. EIQMS supports the goals of the DIES-project East Africa in so far as it takes the evaluation practice one step further by the implementation of a cluster- or faculty evaluation. Since the conduction of singular study programme evaluations is cost-intensive and hardly financially feasible within the East African framework, EIQMS supports the efficiency of study programme evaluation by bundling study programmes and/or incorporating the level of whole faculties for evaluative processes.

As an internationally experienced scientific service provider of UDE handling these tools for many years, CHEDQE can offer scientifically well-grounded support for both graduate tracer studies and cluster- or faculty evaluations.
2.2 WP 1 – Quality Management at HEIs and Setting the Stage

Work package 1 comprises the initial set-up of the project and the first capacity building workshop on quality management systems in Higher Education Institutions.

WP 1 – Quality Management at HEIs and Setting the Stage

Contents
- Presentation of partner Universities, educational systems, political environments
- Presentation of quality management activities within partner institutions
- Working phase 1: Quality Management at HEIs – Introduction and Overview
  - concepts and Models of quality management systems at HEIs
  - QA tools and their link to QMS
  - dealing with resistance towards institutional reforms, promoting quality culture
- Collation of the needs for further cooperation
- Starting point for setting up online-platform

Format
Workshop 1 / Kick-off meeting (5 days)
- Participants:
  - Egerton: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer), members of quality board;
  - SAUT: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer);
  - UDE/CHEDQE: Dr. C. Ganseuer (managing director), P. Pistor (QA officer)
- Hosted by Egerton, Kenya
- Facilitated by UDE & Egerton

Expected outcome
- Partners have established network
- Partners know structure, political framework and QA activities of all Universities within consortium
- Partners are prepared for reflection on different models for QA at HEIs and their connection to organizational structure and culture of their own institutions
- Partners have defined and share a common understanding of quality management and evaluation at HEIs
- Partners have collected requirements for the further cooperation and agreed on a mode of cooperation
- Partners have agreed on requirements and contents of the online-platform to be established

Date
- March 2014

Contributing to sub-goal(s)
1) Building up capacities for an integrated quality management system

2.2 WP 2 – Establishment of an online working platform

To facilitate the workshop and coaching approach of EIQMS over the long distance between East Africa and Germany the establishment an online-platform as defined in work package 2 is necessary and will be administered by UDE.

WP 2 – Establishment of an Online Working Platform

Aims / Contents
- Configuration of user-interface within online-platform for
  - Providing working material and other documents
  - Sharing project progress in a forum
  - Online coaching before and during execution phases of graduate tracer studies and faculty evaluation
  - Administration of platform by CHEDQE

Format
- Distant exchange of documents and distant communication throughout project time
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Expected outcome
- Online-platform is customized to project requirements
- All partners have stable access to the platform
- Access is supported by respective hardware supply with EA partners
- All partners share their profile on the platform
- Content is uploaded

Date
- April 2014 - December 2017

Contributing to sub-goal(s)
1) Building up capacities for an integrated quality management system

2.3 WP 3 – Methods and Tools for Internal Quality Assurance at HEIs

EIQMS shall provide all partners with comprehensive knowledge and competences to manage different tools and procedures for QA in Higher Education Institutions. A workshop on methods and tools for internal quality assurance is defined as work package 3.

WP 3 – Methods and Tools for Internal Quality Assurance at HEIs

Aims / Contents
- Working phase 1: Evaluation – definition, paradigms, examples
- Working phase 2: Process modelling
- Working phase 3: Qualitative methods and tools
- Working phase 4: Quantitative methods and tools
- Working phase 5: Data management

Workshop 2 (5 days)
- Participants:
  - Egerton: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer), members of quality board, 1 dean/director, 1 prof., 2 junior scientists;
  - SAUT: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer), 1 dean/director, 1 prof., 2 junior scientists;
  - UDE/CHEDQE: K.-H. Stammen (QA officer), P. Pistor (QA officer)
- Hosted by: UDE, Germany
- Facilitated by: UDE & SAUT

Format

Study-trip evaluation and its methods² (4 Days)
- Participants: Egerton: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer), 1 dean/director, 1 prof., 2 junior scientists;
- SAUT: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer), 1 dean/director, 1 prof., 2 junior scientists;
- UDE/CHEDQE: K.-H. Stammen (QA officer), P. Pistor (QA officer)
- Hosted by particular institution to be visited (tbc)
- Facilitated by UDE, university / project to be visited

Expected outcome
- Participants are able to reflect different notions and paradigms of evaluation
- Participants are able to differentiate different methods of empirical evaluation research and reflect them in the context of different forms of organizational structures, timeframes and evaluation aims
- Participants can use the acquired knowledge for concept development for QA

Date
- Workshop 2: June 2014
- Study trip: June 2014 (directly after workshop 2)

Contributing to sub-goal(s)
1) Building up capacities for an integrated quality management system

² The planned study trip will give the East African partners an opportunity to visit different Universities in Germany experienced which can give an insight into higher education management as well as with methods and the conduction of evaluations in Higher Education Institutions.
2.4 WP 4 – Curriculum Design and Internal Quality Assurance on Study Programme level

Starting from the experience both East African partners have made during the IUCEA-led self-report and external review project work package 4 will deal with the design and revision of curricula and study programmes.

### WP 4 – Curriculum Design and Internal Quality Assurance on Study Programme Level

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<thead>
<tr>
<th>Aims / Contents</th>
<th>Presentation and discussion of experience from IUCEA-activities</th>
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<td>Presentation and discussion of study programme evaluations, accreditation systems and current developments (e.g. German system accreditation)</td>
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<td></td>
<td>Working phase 1: Curriculum Design and accreditation process</td>
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<td>Working phase 2: QA on study programme level</td>
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**Format**

**Workshop 3** (5 days)
- **Egerton**: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer), members of quality board, 1 dean/director, 1 prof., 2 junior scientists;
- **SAUT**: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer), 1 dean/director, 1 prof., 2 junior scientists;
- **UDE/CHEDQE**: Dr. S. Ruschin (QA officer), P. Pistor (QA officer)

- hosted by SAUT, Tanzania
- facilitated by UDE & SAUT, external expert(s)

**Expected outcome**

- Participants are able to apply methods and tools for the development of study programmes (backward design)
- Participants have designed tools and procedures for QA on study programme level
- Participants have developed guidelines, forms/checklists for the development of study programmes and QA on study programme level

**Date**

- February 2015

**Contributing to sub-goal(s)**

1) Building up capacities for an integrated quality management system
2) Sharing experiences on curriculum development and self-report based peer review of study programmes or programme accreditation

2.5 WP 5 – Cascading Experiences of Work Packages 1,2 & 3 to Faculty Members

Transparency and participation are two of the main factors for the success of QMS. The consortium wishes to let a maximum number of agents within their institutions profit from EIQMS, which is why the multiplication of project experiences is also defined as a work package. Moreover, by cascading the experiences from the preceding workshops, the understanding and acceptance of the upcoming evaluations can be fostered. The East African partners are free in how they conduct the cascading within their institutions and are supported by EIQMS by funding for scientific/student assistants.

### WP 5 – Cascading Experiences of Work Packages 1,2 & 3 to Faculty Members

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<tr>
<th>Aims / Contents</th>
<th>Presentation and discussion of experiences of preceding workshops within SAUT and Egerton</th>
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<td>In-house trainings at SAUT and Egerton on QA tools and curriculum design</td>
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</table>

**Format**

- E.g. round-table discussions/workshops (different durations)
- Participants: DVCs, deans, faculty members, study programme implementers, administrative staff, students of respective institution
- Facilitated by project representatives of Egerton and SAUT
- Online coaching from and feedback to UDE

**Expected outcome**

- All relevant stakeholders of the East African partner universities are informed about the ongoing QA activities within their institutions
- Questions and remarks of these stakeholders can be taken into account for the
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2.6 WP 6a – Preparing Graduate Tracer Studies

Although there is a lot of experience in the field of graduate tracer studies bundled among East African Universities, there are still constraints as to software requirements and experience with empirical social research that limit the outcome of such studies. Recent activities in the East African region for capacity building in the field of graduate tracer studies (UNITRACE, upcoming DIES-Trainig in East Africa) form the starting point for the coaching activities that are defined as workpackage 6a.

WP 6a – Preparing Graduate Tracer Studies

Aims / Contents
- summarizing and reflecting outcomes of the DIES-Training on graduate tracer studies in East Africa against own institutional background
- on-site coaching shortly before launch of the survey

Format
- On-site coaching (3 days at each partner university):
  - participants:
    - Egerton: staff in charge for graduate tracer studies
    - SAUT: staff in charge for graduate tracer studies
    - UDE/CHEDQE: A. Sipos (QA officer), P. Pistor (QA officer)
  - Hosted by Egerton and SAUT
  - Facilitated by UDE

Dates
- On-site coaching: May 2015

Expected outcome
- Participants have developed concepts and PAPs for the conduction of the study, based on the contents of the DIES-Training on graduate tracer studies in East Africa
- Participants have developed guidelines for report writing
- Participants are able to apply different methods for the dissemination of survey results and are familiar with the guidelines for report writing

Contributing to subgoal(s)
1) Building up capacities for an integrated quality management system
2) Concept mapping and implementation of institution-wide graduate tracer studies
5) Building up a reliable technical and methodological infrastructure for quality assessments and data analysis
2.7 WP 6b – Piloting Graduate Tracer Studies

The conduction of a graduate tracer study (as online or postal survey or in the form of interviews) and the software-based analysis of data lie in the focus of work package 6b, which will be conducted along the lines of the upcoming DIES-Training in graduate tracer studies in East Africa. The conduction of the graduate tracer studies will be supported in the bounds of EIQMS by the provision of funding for scientific/student assistants. Moreover, CHEDQE will be at the disposal for the East African partners via on-site and online-coaching.

WP 6b – Piloting Graduate Tracer Studies

| Aims / Contents | ▪ Acquiring and installing software  
|                 | ▪ Conduction of a graduate tracer study |
| Format         | ▪ Conduction by partner universities according to the method chosen and supported by scientific/student assistants  
|                | ▪ Online coaching during execution phase |
| Expected outcome | ▪ Partners have successfully conducted a graduate tracer study and disseminated results among all relevant stakeholders |
| Dates          | ▪ June 2015 – April 2016 (actual duration depends on design of study) |
| Contributing to sub-goal(s) | 1) Building up capacities for an integrated quality management system  
|                | 2) Conceptualization and implementation of institution-wide graduate tracer studies  
|                | 3) Building up a reliable technical and methodological infrastructure for quality assessments and data analysis |

2.8 WP 7a – Preparing Faculty Evaluation

Work package 7a comprises not only capacity building for the conduction of cluster- or faculty evaluation but also an on-site coaching by the German experts during the preparation and execution phase for to pilot cluster- or faculty evaluations.

WP 7a – Preparing Faculty Evaluation

| Aims / Contents | ▪ Working phase 1: Organisational Culture and Quality  
|                | ▪ Dimensions of Quality  
|                | ▪ Organisational Structure and Culture meets Quality  
|                | ▪ Working phase 2: Internal Evaluation (coming from existing experience of the IUCEA self-report project)  
|                | ▪ Preparation of documents needed (self-report guide, checklists, etc.)  
|                | ▪ Role and participation of stakeholders  
|                | ▪ Organizing self-reflection processes (incl. data and information needed)  
|                | ▪ Working phase 3: External Evaluation (coming from existing experience of the IUCEA external evaluation project)  
|                | ▪ Preparation of documents needed (external report guide, checklists, etc.)  
|                | ▪ Organizing and moderating peer-reviews  
|                | ▪ Working phase 4: Closing the quality loop  
|                | ▪ Target agreements etc.  
|                | ▪ Starting point for preparing PAPs for the execution phase |
| Format         | ▪ Workshop 4 (5 days)  
|                | ▪ Participants:  
|                |   ▪ Egerton: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer), 1 dean/director, 1 prof., 2 junior scientists;  
|                |   ▪ SAUT: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer), 1 dean/director, 1 prof., 2 junior scientists;  
|                |   ▪ UDE/CHEDQE: Dr. C. Ganseuer (managing director), P. Pistor (QA officer) |
Towards a Culture of Quality – Establishing Integrated Quality Management Systems (EIQMS) – V2

- Hosted by: Egerton
- Facilitated by: UDE, SAUT, Egerton

**Expected outcome**
- Participants are able to develop a concept for internal and external cluster-evaluations and institutional evaluations
- Participants have developed concepts and PAPs for the conduction of the evaluations
- Participants have developed first drafts of relevant documents (self-report guide, checklists, information for peer reviewers etc.)

**Dates**
- Workshop 4: August 2015

**Contributing to sub-goal(s)**
1) Building up capacities for an integrated quality management system
2) Piloting and implementation of a cluster-evaluation/faculty-evaluation comprising internal academic audit based on the experience of IUCEA self-evaluation report project

### 2.9 WP 7b – Piloting Faculty Evaluation

The conduction of two faculty evaluations with support of scientific/student assistants funded in the bounds of EIQMS lies in the focus of work package 7b. CHEDQE will support its East African partners by means of an on-site coaching during the internal self-evaluation phase and the preparation of the external evaluation.

**WP 7b – Piloting Faculty Evaluation**

**Aims / Contents**
- Coaching by CHEDQE within internal self-reflection process (SWOT-Analysis)
- Revision of documents prepared so far and coaching in self-report writing
- Conduction of two pilot cluster-/faculty evaluations
- Coaching by consortium and attendance within peer-review

**Format**
- On-site coaching (3 days at each partner university):
  - Participants:
    - Egerton: staff in charge for cluster-/faculty evaluation and participants in evaluation process
    - SAUT: staff in charge for cluster-/faculty evaluation and participants in evaluation process
    - UDE/CHEDQE: K.-H. Stammen (QA officer), P. Pistor (QA officer)
  - Hosted by Egerton and SAUT
  - Facilitated by UDE
  - Conduction of two pilot cluster-/faculty evaluations within each partner university
    - Participants:
      - Egerton: staff in charge for cluster-/faculty evaluation and participants in evaluation process
      - SAUT: staff in charge for cluster-/faculty evaluation and participants in evaluation process
      - UDE/CHEDQE: Dr. C. Ganseuer (managing director), K.-H. Stammen (QA officer), P. Pistor (QA officer)
      - European peer reviewer: N.N. (tbc)
  - Hosted by: Egerton and SAUT
  - Facilitated by: Egerton, SAUT, UDE

**Expected outcome**
- Partners have successfully conducted two cluster-/faculty evaluations and disseminated result among all relevant stakeholders

**Dates**
- On-site coaching: January 2016
- 1. Cluster-/faculty evaluation SAUT: March 2016 – November 2016 (peer-review
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October 2017)


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<thead>
<tr>
<th>Contributing to sub-goal(s)</th>
<th>1) Building up capacities for an integrated quality management system</th>
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<td>2) Piloting and implementation of a cluster-evaluation/faculty-evaluation comprising internal academic audit based on the experience of IUCEA self-evaluation report project</td>
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### 2.10 WP 8 – Analysis and Dissemination of Project Results

Besides the continuous multiplication of project experiences, a final conference coordinated in cooperation with the IUCEA lies in the centre of work package 8. This ensures the dissemination and the large-scale impact of EIQMS within the EAC.

#### WP 8 – Analysis and Dissemination of Project Results

**Aims / Contents**

- Project-related publication of results during the project time
- Continuous sharing of experiences and utilization of synergies between activities of CHEDQE in Western Africa on capacity building for quality assurance and East African consortium
- Summing-up of lessons learned and desiderata regarding tracer studies and cluster-/faculty evaluation
- If required, agreement on further cooperation

**Format**

Publication activities by all project partners

Final conference in cooperation with IUCEA, Kampala

- Participants:
  - Egerton: Prof. J. Tuitoek (Vice-Chancellor), Dr. P. Tuitoek (QA officer);
  - SAUT: Rev. Dr. C. Kitima (Vice-Chancellor), L. Masui (QA officer);
  - UDE/CHEDQE: Dr. C. Ganseuer (managing director), P. Pistor (QA officer)
  - EAC: ministry staff, HEI leadership, QA officers, faculty and administrative staff

- Hosted by: IUCEA, Kampala
- Facilitated by: IUCEA, UDE, Egerton, SAUT

**Dates**

- Dissemination of results: continuously
- Final IUCEA-conference: November 2017

### Contributing to sub-goal(s)

1) Building up capacities for an integrated quality management system
All work packages are worked on jointly and designed in a way that allows making the most of the particular expertise brought in by each project partner in the consortium. Moreover, the achievements expected at the end of the project-duration are an excellent starting point for further cooperation on the development of quality management systems.

Dr. C. Ganseuer (Managing Director CHEDQE, University of Duisburg-Essen)

Prof. Dr. J. Tuitoek (Vice-Chancellor Egerton University)

Rev. Dr. C. Kitima (Vice-Chancellor St. Augustine University)
3 Appendix

3.1 Work Packages and Timeline