



European Association of Institutions in Higher Education

EURASHE Thematic Seminar

European University Cyprus, Nicosia

27 – 28 September 2012



EURASHE Seminar on the Implementation of Internal and External Quality Assurance

*An event organised by EURASHE in co-operation with
European University Cyprus and Open University of Cyprus under
the auspices of the Cyprus Presidency of the Council of the EU*



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University Cyprus**

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1. WELCOME WORDS

Dear Seminar Attendants,

It is with great pleasure that I welcome you to the EURASHE seminar on the implementation of internal and external quality assurance at higher education institutions, and to European University Cyprus.

European University Cyprus is hosting this EURASHE event, with the support of Open University of Cyprus, under the auspices of the Cyprus Presidency of the Council of the European Union, as an official event of the Cyprus Presidency. Cyprus Presidency has appropriately put Quality Assurance (QA) as one of its priorities to be dealt with, which will also be a focus at the Directors General meeting next month. This shows that QA is high on the agenda at policy level, but also at higher education institutions, universities and colleges alike, something that is also underlined by the contributions to the Seminar of both the European Commissioner for Education, Culture, Multilingualism and Youth, and the Minister of Education and Culture of the Republic of Cyprus. Latest Communiqué (Bucharest) of the Ministers of the European Higher Education Area (EHEA) acknowledges the shift of focus to the implementation of the Bologna objectives; it is no coincidence that QA is primordial in this, for there are few things that preoccupy more the institutions than just a concern for quality, equally shared by management, students and teachers. Heads of institutions see quality as a foundation for positioning their institution, students aim at personal development and for acquiring the right skills and competencies that match their expectations, and teachers, who are the lever to achieve this, want to see their contribution recognized.

A student-centred learning approach is the true answer at the present educational and socio-economic environment, and we all realize that we still have a long way to go to fully achieve it. The European Standards and Guidelines (ESG), which are the heart of QA, were developed precisely to serve as a guide for institutions and QA agencies to help them monitor and enhance quality. It has always been the very specific input of EURASHE, as the official voice of professionally oriented higher education, to involve the stakeholders in this process, a focus that has gradually become recognized by others as well.

We particularly value here, the contribution of two of our E4 partners, a representative of ESU and the Vice Chair of ENQA, as well as the Vice Chair of the Register Committee of EQAR, precisely the same experts who together with EURASHE and EUA have embarked on this challenging exercise of preparing a revision of the European Standards and Guidelines.

We welcome a broad range of attendants, in the first place those who are the main target group for this seminar, namely the people coordinating and overseeing the implementation of QA at higher education institutions, but also stakeholders and government officials, with expertise and interest in what really goes on at the institutions. We will also hear today the voice of the European Commission, which has continuously supported this main priority area of the original Bologna Process.

The input for this seminar has been extremely diverse, and the programme bears witness to this: there are the conclusions and recommendations from our broad survey among member institutions and various stakeholders on the implementation of the ESG for QA at institutional level; there is the summative policy paper on *QA and Transparency Tools* resulting from discussions in our members forum of policy makers, which is the Council of EURASHE, and further elaborated by EURASHE's Working Group for QA, which took the initiative for this seminar; finally there is a concept for a manual/guide for QA proceedings at higher education institutions, a work in progress, as we want to further develop it with your input during this seminar.

The large showing up of such a mixed and broad audience from more than thirty countries within and outside Europe for what was intended to be a hands-on training seminar is now a gathering of the 'community of practice' in QA, which shows that we have hit the right cord with this initiative, and we hope that every single attendant will have the opportunity to be benefitted and also contribute to it.

I wish you a stimulating seminar.

A handwritten signature in blue ink, which appears to read "Andreas G. Orphanides". The signature is fluid and cursive, written on a white background.

Professor Andreas G. Orphanides

President of EURASHE

2. RATIONALE OF THE SEMINAR

Background and Purpose of the seminar:

The European dimension of QA starts from a guaranteed flexibility for governments to choose their system or 'model' of QA, while observing the generic Standards and Guidelines for QA, which are universally used in all European institutions of higher education conducting their own Internal quality assurance (IQA) and/or being subjected to External quality assurance (EQA) by agencies, next to the latter's use for their own quality purposes.

With the targeted attendants (from our members institutions, but also from a wider background of policy makers and QA practitioners) we want to bring together a 'community of practice', which will be guided through the proceedings on the basis of a guide which has been developed by practitioners and policymakers, on the basis of their own expertise and relying on the feedback received through the extensive consultation among our membership and beyond this.

The ultimate objective with this hands-on seminar is to train individuals who are responsible for the management or coordination of IQA at institutions (e.g. QA managers, QA coordinators, QA administrators, etc.), so that after the completion of the seminar they will have acquired the foundation for organising and implementing fully, efficiently and effectively IQA based on the ESG, preparing them in this way also for the EQA evaluation of their institution.

Proceedings of the Seminar:

EURASHE as a European members' organisation with a broad representation in the majority of countries in the EHEA has committed itself to provide hands-on support to its member institutions and other interested parties in the priority areas of the Bologna reform process.

This was the logical consequence of the creation of the EHEA in 2010, where the focus has shifted to implementation of the 'Bologna achievements' on the institutional level.

In spite of (and we would even say, also because of) the economic crisis more expert hands-on support is needed for institutions for implementing Bologna tools such as quality assurance proceedings, learning outcomes, qualifications frameworks, etc. Secondly, a general need is felt for a forum for practitioners on the institutional level, where expertise and experience on those tools and instruments is shared and exchanged, with practitioners from Higher Education institutions.

This first of a series of seminars, focusing on internal and external quality assurance could thus be considered as a useful addition of the annual gathering of policymakers and QA assurance coordinators at the European Quality Assurance Forum (EQAF, of which EURASHE is a co-organiser with its 'E4' partners), and the training seminars for participants in external review teams.

QA has always been and remains a major interest for EURASHE, given our prominent role in the development of the ESG, and secondly given our role in the establishment of the European Register for Quality Assurance agencies (EQAR), always in close cooperation with the other E4 partners, namely ENQA, EUA and ESU.

These seminars are intended for institutions and programmes for whom review exercises do not provide the exchange of experience with colleagues in similar contexts. The workshops will therefore evolve around tools that may guide institutions in developing their own IQA proceedings (including

the PROSE initiative: www.prose.eu) and secondly the ESG for QA as a generic set of guidelines for QA, which provide the broader background and link IQA to EQA and to the work of the QA agencies.

The first day of the seminar starts with a plenary session, in which keynote speakers will introduce the overall theme by presenting briefly the most striking conclusions of the EURASHE survey on the implementation of the ESG for QA in the Higher Education Institutions and programmes with a 'professional orientation', and the joint E4 report with shared conclusions and recommendations to policymakers and stakeholders, following the separate consultations with their respective constituencies.

We will in a logical sequence of events then group attendants in workshops that will either focus on practical issues related to the *Implementation of IQA, based on the ESG; the relevance and applicability of the ESG for institutions with a professional orientation* and an address to the general public not aware of the ESG (intermediate level).

On the second day, in the plenary session the 'research aspect' of QA in institutions will be dealt with (as part of the overall mission of a Higher Education Institution), next to the presentation of a Tool for institutions implementing QA, the PROSE initiative for IQA before breaking out again for hands-on workshops. These workshops will focus on *how to implement the PROSE tool*, while adapting it to the needs of individual practitioners in the institutions; on the *complementarity of (international or domain-specific) professional labels with the ESG*; and on *how to move forward with the ESG, after consulting with the institutions*.

The workshops will be conducted and/or chaired by experienced members of EURASHE's working group for QA, who provided the necessary input for our QA policymaking and implementation.

3. PROGRAMME

Thursday, 27 September 2012	
13.30 – 14.00	<p>Registration of Participants</p> <p><u>Venue:</u> Cultural Centre Lobby</p>
14.00 – 14.30	<p>Opening Session</p> <p><u>Venue:</u> Auditorium Beta</p> <ul style="list-style-type: none"> • <i>Welcome Address, Prof. Andreas G. Orphanides</i>, President of EURASHE & Rector of European University Cyprus (EUC) (CY) • <i>Opening Address, Ms Androulla Vassiliou</i>, European Commissioner for Education, Culture, Multilingualism and Youth (CY) • <i>Opening Keynote Speech, Dr George Demosthenous</i>, Minister of Education and Culture, Republic of Cyprus (CY)
14:30 – 16:00	<p>Plenary Session I</p> <p><u>Venue:</u> Auditorium BETA</p> <p><u>Chair:</u> Christophoros Christodoulides; Director of Administration and Finance, Open University of Cyprus (OUC) (CY)</p> <ul style="list-style-type: none"> • <i>Discussion of ESG, the ESG Survey and the E4 Joint Report & ENQA’s Point of View on ESG Implementation, Fiona Crozier</i>, ENQA (UK) • <i>Moving from Theory to Practice on the Implementation of ESG in Internal & External QA & the EURASHE’s Survey on the Implementation of the ESG, Lucien Bollaert</i>, NVAO (NL/BE-FL)
16.00 – 16.30	<p>Coffee break</p> <p><u>Venue:</u> Cultural Centre Lobby</p>
16.30 – 18:00	<p>Parallel Workshops I</p> <p>Workshop 1:</p> <p><u>Venue:</u> Auditorium ALFA</p> <p><u>Facilitator/Rapporteur:</u> Barbara Michalk, German Rectors’ Conference, Head of Section, HE Reform in Germany and Europe (DE)</p> <ul style="list-style-type: none"> • <i>Organising and Implementing Internal QA: Application of ESG: “Organising and Implementing Internal QA: Fundamentals and pitfalls”</i> (for HEIs’ QA Managers/Coordinators), Lucien Bollaert, NVAO (NL/BE-FL)

	<p>Workshop 2:</p> <p><u>Venue:</u> Auditorium DELTA</p> <p><u>Facilitator/Rapporteur:</u> Janusz M. Pawlikowski, Conference of Rectors of Non-University Higher Education Institutions (PL)</p> <ul style="list-style-type: none"> • “How do the Mission and Role of Professionally Oriented HEIs Impact Internal QA Proceedings”? (for Heads of HEIs and Policy Makers), Mindaugas Misiūnas, Rector of Kaunas University College (LT)
18.00 – 18.10	Short break
18.10 – 18.30	<p>Summary of the Workshops and Plenary Discussion</p> <p><u>Venue:</u> Auditorium BETA</p> <p><u>Chair:</u> EURASHE Working Group on Quality Assurance</p>
20.15	<p>Official Seminar Dinner (Including a performance of Cypriot dances and songs)</p> <p><u>Venue:</u> EUC Restaurant</p>

Friday, 28 September 2012

9.30 – 11.15	<p>Plenary Session II</p> <p><u>Venue:</u> Auditorium BETA</p> <p><u>Chair:</u> Evrripides Polycarpou, Director of Administration and Human Resources, European University Cyprus (EUC) (CY)</p> <ul style="list-style-type: none"> • <i>Testimonial from a Head of an institution in the implementation of QA proceedings, Based on the ESG for QA, and Other Instruments for QA with a Professional Connotation</i>, Pascale De Groote, Artesis University College (BE-FL) • <i>Quality Research at HEIs</i>, Nicolae Dură, “Ovidius” University of Costantza (RO) • <i>Developing an Integrative Quality Management Policy and System with Links to ESG</i>, Andre Vyt, Artevelde University College (BE)
11.15 – 11.30	<p>Coffee break</p> <p><u>Venue:</u> Cultural Centre Lobby</p>
11.30 – 13.00	<p>Parallel Workshops II</p> <p>Workshop 1:</p>

	<p><u>Venue</u>: Auditorium ALFA</p> <p><u>Facilitator/Rapporteur</u>: Dries Froyen, VLHORA QA unit (BE-FL)</p> <ul style="list-style-type: none"> • <i>Organising and Implementing Internal QA: Application of ESG (for HEIs' QA Managers/Coordinators – Second session): "Using the PROSE Toolbox and PROSE Online Diagnostics in Developing a Quality Management System"</i>, Andre Vyt, Artevelde University College (BE) <p>Workshop 2:</p> <p><u>Venue</u>: Auditorium DELTA</p> <p><u>Facilitator/Rapporteur</u>: Regitze Kristensen, SPACE Secretary General (DK)</p> <ul style="list-style-type: none"> • <i>Professional Labels and the ESG: Complementarity or Conflict? "Quality assessment in the University Institutes of Technology: an original process in the French University system"</i>; Armelle Motte, IUT Le Havre, Le Havre University (FR); Brigitte Noc, IUT La Rochelle, La Rochelle University (FR)
13.00 – 14.15	<p>Lunch</p> <p><u>Venue</u>: EUC Restaurant</p>
14.15 – 15.30	<p>Plenary Session III</p> <p><u>Venue</u>: Auditorium BETA</p> <p><u>Chair</u>: Barbara Michalk, German Rectors' Conference, Head of Section, HE Reform in Germany and Europe (DE)</p> <p>Summary of the Workshops</p> <p>Panel Discussion on the different perspectives of the ESG</p> <p><u>Moderator</u>: Terence Clifford-Amos, European Higher Education specialist (UK)</p> <p><u>Panellists</u>: Fiona Crozier, ENQA (Agency perspective); Fernando M Galán Palomares, ESU (Student perspective); Institutional perspective; Stefan Delplace, EURASHE (PHE perspective)</p> <p>Plenary Discussion</p>
15.30 – 16.00	<p>Conclusions of the Seminar & Presentation of the Recommendations of the EURASHE Report on the implementation of the ESG for QA</p> <p>Lucien Bollaert, NVAO (NL/BE-FL)</p> <p><u>Venue</u>: Auditorium BETA</p>
16.00 – 16.15	<p>Closing of the Seminar</p> <p>Andreas G. Orphanides, President of EURASHE & Rector of European University Cyprus</p>

	(CY) <u>Venue</u> : Auditorium BETA
16.15	Cocktail Reception <u>Venue</u> : Cultural Centre Lobby
19.30	Greek and Byzantine Music Event - Concert (free of charge) Transportation by bus offered to participants

Saturday, 29 September 2012

9.30 – 12.00	Guided tour of Nicosia offered by EURASHE (free of charge) (optional) The tour will be a three hour walking tour of Nicosia, with emphasis on the old sector of the city. <u>Meeting/Starting Point</u> : Holiday Inn Hotel (9.30)
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4. HOST AND PARTNERS

European Association of Institutions in Higher Education (EURASHE)



EURASHE is the European association of Higher Education Institutions that offer professionally oriented programmes and are engaged in applied and profession-related research within the Bologna cycles. Currently, above 1,200 higher education institutions in 33 countries within and outside the EHEA are affiliated to EURASHE. The Association is present mostly through National Associations of Higher Education Institutions and individual institutions, such as Universities, (University) Colleges and Universities of Applied Sciences, as well as through other professional associations and stakeholder organisations active in the field of higher education. EURASHE members operate within and across different national systems whether these are unitary or binary, professional and/or academic.

European University Cyprus (EUC)



programs of study.

European University is an independent, autonomous university offering nationally and internationally recognized degrees in 27 undergraduate (Bachelor) and 6 graduate (Master and Ph.D.)

Licensed by the Council of Ministers of the Republic of Cyprus, EUC has five schools, as follows:

- The School of Business Administration
- The School of Sciences
- The School of Humanities and Social Sciences
- The School of Arts and Education Sciences
- The School of Medicine (under establishment)

European University Cyprus aims to respond positively to the needs of the members of the university community and society by investing in centres and institutes, rewarding ambition and drive in the staff and faculty and continually developing its facilities and resources. It is committed to being a knowledge entrepreneur – capable of empowering the community and the region through the application of learning.

Laureate International Universities has selected European University to be part of its network of universities, based on and as a result of the university's continuous goal for academic upgrading, expansion and its establishment as an international university of high academic standard in the East Mediterranean region. The network of Laureate International Universities is the largest and the fastest growing in the world, operating on 100 campuses in 28 countries, serving more than 600,000 students.

Open University of Cyprus (OUC)



The Open University of Cyprus is the country's only Higher Education Institution dedicated solely to distance education. The mission of the OUC is to provide high quality academic programmes, to promote scientific research and to effectively utilise educational technology, methodology and teaching method in open and distance learning. Aiming to become an attractive, regional, educational institution, OUC actively participates in many of the largest and most significant, international university networks and educational associations.

5. INFORMATION ON THE SPEAKERS



**Andreas G.
Orphanides**

Andreas G. Orphanides is the President of EURASHE, the Rector and Professor of Humanities and Social Sciences of European University Cyprus, ex-President and ex-Vice-President of the EQAR Board, and a Member of the Rectors' Conference of Cypriot Universities. He is also a consultative member of both BFUG Board and BFUG, and a member of the E4 Group. Professor Orphanides had/had served as the Assistant Director of the Institute of Cypriot Studies at SUNY at Albany, as Assistant Director of the Archaeological expedition in Cyprus of SUNY at Albany, as Vice-President of ECSA-Cyprus, as member of the Ad-Hoc Committee on Cyprus' Higher Education, and as member of the Preparatory Committee for the establishment of Open University of Cyprus. He served at university administrative positions at all levels. He has a significant research record, has published several books and journal articles, as well as articles in daily Press, and has presented papers in several international conferences. Apart from his academic and administrative activities, Prof. Orphanides has systematically been working creatively with music composition and poetry. He created and published four CDs, and he composed four major symphonic works, over 25 songs (including the lyrics), and the anthems of two universities (including the lyrics).



Androulla Vassiliou

Androulla Vassiliou is currently European Commissioner for Education, Culture, Multilingualism, Youth and Sport. Previously, she served as Commissioner for Health, from February 2008 to end 2009. Ms Vassiliou studied law and international affairs in London and practiced law in Cyprus for 20 years (1968-1988). During this period she acted as legal advisor to The Standard Chartered Bank and, later, to the Bank of Cyprus. Androulla Vassiliou was active in the field of international affairs and human rights as a President of the UN Association of Cyprus from 1978 until 1992 and as President of the World Federation of UN Associations from 1991 until 1995. She was unanimously elected Honorary President of the World Federation at the end of her term. Ms Vassiliou was also President of the Cyprus Federation of Business and Professional Women from 1996 until 2000, Vice-President of the ELDR and chairperson of the European Liberal Women's Network (2001-2006). From 2002 to 2008 she chaired the Board of Trustees of the Bank of Cyprus Oncology centre in Cyprus. [photograph and text adapted from the EC's website]



**George
Demosthenous**

Professor George Demosthenous, Minister of Education and Culture of the Republic of Cyprus, obtained the Diploma of Mechanical Engineering and a Doctorate from the National Technical University of Athens, Greece. In his previous position as Vice-Rector of Frederick University he was responsible for the development, operation and evaluation of all new undergraduate, postgraduate and doctoral programs of study. He was also responsible for the program review and re-evaluation of all programs of study of the University and has collaborated with the University's Internal Quality Assurance Committee on matters relating to teaching evaluation of the academic staff and the advancement of effective teaching methods and technologies. He was systematically involved with issues pertaining to quality assurance in higher education. From his research work a large number of publications have been published in international scientific journals and conferences. He also is the co-author of two scientific books. Professor George Demosthenous is the President of the Foundation for the Management for the European Lifelong Learning Programmes and a member of the Cyprus Scientific Council.



Fiona Crozier

Fiona Crozier is currently one of the two Vice-Presidents of the European Association for Quality Assurance in Higher Education (ENQA) Board, serving since 2008; she also serves on the ENQA Review Committee. Fiona Crozier is an Assistant Director, Development and Enhancement Group of the UK's Quality Assurance Agency for Higher Education (QAA) which operates in Gloucester, United Kingdom. Fiona Crozier's keynote contribution will be a "Discussion of the ESG, the ESG Survey and the E4 Joint Report & ENQA's Point of View on ESG Implementation".



Lucien Bollaert

Lucien Bollaert, Member of the executive board of the Accreditation Organisation of the Netherlands and Flanders (NVAO). Since 2009 Lucien Bollaert has been a member of the executive board of NVAO in The Hague. Before this he was acting general director and director of education and research at the University College of West Flanders (Belgium) and chair of the experts' committee on quality assurance of the Ghent University Association. He was member of the E4 group which developed the European Standards and Guidelines for Quality Assurance in Higher Education (ESG) and the European Quality Assurance Register for Higher Education (EQAR); he has been vice-chair of the EQAR Register Committee since its establishment in 2008. He has been a member of the organising committee of the European Quality Assurance Forum (EQAF) throughout the life of the Forum. He was also member of the first experts' working group on the European Qualifications Framework (EQF). For many years he was the Flemish Bologna expert on quality culture, quality assurance and learning outcomes. He will contribute at the EURASHE Seminar with a presentation titled "Moving from Theory to Practice on the Implementation of ESG in Internal & External QA &

the EURASHE's Survey on the Implementation of the ESG".



Mindaugas Misiūnas

Mindaugas Misiūnas holds doctoral degree in Social science (Kaunas Vytautas Magnus University) and master degrees in Mechanical engineering (Kaunas University of Technology) and in Social science (Kaunas Vytautas Magnus University). Mindaugas Misiūnas has experience as an expert in the external evaluation of higher education institutions and study programs. He was involved in several national work groups on quality assurance and other topics. He contributed as an expert in a work group for creating provisions of quality assurance in higher education and for creating methodological recommendations for the creation and implementation quality assurance systems. Mindaugas Misiūnas is also an expert of the Centre for Quality Assessment in Higher Education in external quality assessment of higher education institutions in Lithuania. Mindaugas Misiūnas participated in numerous European seminars and conferences on quality assurance. He is the author of education materials and a lector of seminars on quality management in Lithuania. Mindaugas Misiūnas is a member of the editorial board of the journal *The Quality of Higher Education*. He is a member of EQAR Register Committee, Vice-president of Kaunas Chamber of Commerce, Industry and Crafts.



Pascale De Groote

Pascale De Groote was appointed as vice-chancellor of the Artesis University College in Antwerp, Belgium in January 2012. She has been Dean of the Royal Conservatoire of Antwerp (Artesis University College of Antwerp) since 2001; as well as being a lecturer of Dance History in the University of Antwerp. She has been active in the field of Quality Assurance since 1999, first as co-ordinator Quality Assurance of the Royal Conservatoire of Antwerp (until 2002), as inspector for 'Dance' in secondary education (2003-2010) and since 2004 as chairman or member of expert committees for review visits for bachelor and master programmes in dance, drama, music and related subjects (19 programmes in Belgium, the Netherlands, Estonia, Austria, and Switzerland). Pascale De Groote is a frequent member (or chairperson) of the board of directors of institutions active in arts, artistic research or art education (e.g. Studiecentrum voor Vlaamse Muziek, deFilharmonie, Antwerpen Open) and committees concerning educational matters in all levels of the art education in Flanders



Nicolae Dură

Nicolae Dură is Former Vice Rector if the "Ovidius" University of Constanta, Romania. He did studies in theology, philosophy, canon law, civil law, history, history of ancient juridical European institutions, history of ancient European culture (Greek, Latin, Ethiopian, Romanian etc.), and he graduated with High Honours with a major in Theology, Byzantinology, Law, Philosophy and Ethiopian Studies. He holds a PhD in Theology and Utriusque Juris Doctor (Civil and Canon Law). He is visiting professor at the University of Toulouse (France – for the Masterat and Doctorate). He is Editor-in-chief of the *Annals of the "Ovidius" University*, series: Law and Administrative Sciences; and has also been awarded the French "National Order of Merit" in June 2001 by

President of France, Mr Jacques Chirac, for his publication on “Le Régime de la synodalité selon la législation canonique, conciliaire, oecuménique, du I^{er} millénaire” (Synodality system according to 1st Millennium ecumenical legislation) Bucharest, 1999. He was rewarded also with DHC at two Universities (Ukraine and Bulgaria). For his scientific works, he was also honoured by the Romanian Academy (Prize Xenopol), by the Jurist Union of Romania (Prize Manolescu), by the Bulgarian Patriarchate, Russian Patriarchate, Romanian Patriarchate etc. He was also honoured as Citizen of Honour of one city of Romanian and one of Bulgaria. As a leader of the doctoral school of the University Ovidius of Constanta for the Law and Theology Faculties, professor Nicolae Dură granted over 10 doctoral titles to his disciples.



Andre Vyt

Andre Vyt is associate professor in behavioural sciences at the departments of health care and rehabilitation sciences (Artevelde University College & Ghent University) and responsible for quality management and research in teaching and learning in the department of teacher education (Artevelde University College). He is founding partner and managing director of PROSE, an expertise network in quality management. During his career he has held different positions: researcher, lecturer, head of teaching & learning support services, institutional quality manager, financial manager for student services and logistics, head of research & development, academic board member, and between 1999 and 2003 he was vice-chairman of the working group on quality management of the Flemish Higher Education Institutions Council. He has managed several innovation projects in teaching & learning and has participated as an expert in more than 50 (national and international) auditing visits in higher education. His main focus is on integrative quality management, innovation, educational design, inter-professional education, and distance education.



Armelle Motte

Armelle Motte has 20 years in Higher Education experience, with both teaching and administration experience at the University Institute of Technology (IUT) at the University of Le Havre, France as Director of the Business Studies Department for 9 years. Moreover she has been President of the executive board of the national Association of Department Directors since 2007. She has been a member of a national experts committee appointed by the French Ministry of Research and Higher Education, in charge of auditing IUT departments and coordinating the evaluation of the DUT degree since 2007.



Brigitte Noc

Brigitte Noc has 15 years of experience in Higher Education, with both teaching and administration experience. For the past 10 years at the University Institute of Technology (IUT) at the University of La Rochelle, France; first as Director of Studies in the Business Studies Department for 3 years then as Director of the Business Studies Department for 6 years. She has been a member of the executive board of the national Association of Department Directors since 2007; a member of a national experts committee appointed by the French Ministry of Research and Higher Education, in charge of auditing IUT departments and coordinating the evaluation of the DUT degree since 2011.



Fernando M. Galán Palomares

Fernando Miguel Galán Palomares (Segovia, 1986) is a medical student at the University of Cantabria (Santander) and has been at the Università Degli Studi di Bari "Aldo Moro" (Bari, Italy), within the ERASMUS programme. Since he began his university education has been involved in various tasks of student representation. Within his university he has been student representative at the Faculty Board, the Council of the Medical and Surgical Sciences Department and the University Senate, besides being part of various committees and executive committee of the Student's Union at his university. Externally, he has been student representative of his university at the National Council of Medical Students (CEEM) and at the Coordinator of Students' Representatives of Public Universities (CREUP). Moreover, he participated on the drafting the Internal Quality Assurance System of his University, and he has being also involved in the QA committee of his faculty. He has collaborated with the National Quality Assurance Agency (ANECA) several times and as external panel member of some assessment programmes, but also with other regional quality assurance agencies and various universities. Currently he is member of the Executive Committee at the European Students' Union (ESU), where he served previously as Academic Affairs Committee member, and member of the Steering Committee of the Institutional Evaluation Programme of the EUA (European University Association), and member of the advisory board of ANVUR (the Italian Quality Assurance Agency).



Stefan Delplace

Stefan Delplace became the Secretary General of EURASHE (European Association of Institutions in Higher Education) in 2004, which he represents in the Bologna Follow up Group and several of its working and coordination groups, such as of the 'Transparency tools', "International Openness of the Bologna Process". He is also the representative of EURASHE in the 'E4' Group (with ENQA, EUA, ESU), which received mandates from the 'Bologna ministers' to harmonise Quality Assurance through the creation of European Standards and Guidelines for Quality Assurance, and has been a member of various Advisory and Expert groups of the European Commission and of stakeholders organizations in higher education (Cooperation with Enterprises, Innovation, the construction of the Integrated Lifelong Learning Programme, and the reform of the Jean Monnet programme, and the AHELO

project of OECD). Mr Delplace is a graduate of the University of Ghent (Languages and Business studies), and spent some time teaching (in-service training for companies, continuous education). He has run an international office of a University College for over 15 years, before specializing in policy towards and activities with partner countries of the EU (Tempus-Tacis & MEDA), and more recently in the implementation of the Bologna Process. Mr Delplace is fluent in French, Dutch, English and German.



Terence Clifford-Amos

Dr Terence Clifford-Amos is an International Consultant who has more than twenty years' experience in higher education, as a lecturer, researcher and senior administrator. He is experienced as a politician and civic leader, having been elected to the office of Mayor and Speaker of the Cinque Ports in the UK. Both roles committed him to senior leadership, management and administration in several areas of local government. Widely experienced in civic life, he has worked with members of parliament and liaised with the Speakers of the House of Commons and House of Lords, Westminster, London. He has worked on many local government projects as Chief Executive of Sandwich Town Council and was pivotal during the Pfizer industrial crisis of 2011. Throughout this crisis, as the most senior local politician, he attracted considerable local media and national press coverage. Terence has made several appearances on television and delivered numerous radio broadcasts in several overseas countries and in the UK. Highly experienced in international quality assurance and higher-education reform, he has worked with ministries of education, universities and various higher-education agencies. During his career in higher education, he has: made significant contributions to Arts, Humanities and Initial Teacher Education; been a visiting Fellow of Oxford and Cambridge Universities; Dean of Students and Head of English in the UK; and guest-lectured at Oxford and many UK universities. Currently, he is visiting scholar to the Université Catholique de Lille, France. Well-published in English Literature, Language and Education, Terence's recent writing includes articles on the Bologna process. In France, he advises and lectures to experienced teachers who are preparing for the highly competitive Agrégation examination. In 2011, his Lille students were the country's most successful graduates for this programme. This work will continue during 2011/12.

6. SPEAKERS' ABSTRACTS



Fiona Crozier

Title of contribution:

Discussion of ESG, the ESG Survey and the E4 Joint Report & ENQA's Point of View on ESG Implementation

Abstract:

The presentation will give a brief history of the MAP-ESG project and will then look at the headlines from the consultations carried out by the four E4 member organisations. It will conclude with ENQA's view on the usability and applicability of the ESG and some thoughts, from ENQA's perspective, on the direction of the revision of the ESG.



Lucien Bollaert

Title of contribution:

Moving from Theory to Practice on the Implementation of ESG in Internal & External QA & the EURASHE's Survey on the Implementation of the ESG

Abstract:

In this session EURASHE's report on the implementation of the ESG will be presented. The most important results of the on-line survey as well as of the workshops and in-depth interviews will be commented in the light of the existing practices of setting up internal institutional and external national and European QA.

Title of contribution:

Organising and Implementing Internal QA: Application of ESG: "Organising and Implementing Internal QA: Fundamentals and pitfalls"

Abstract:

This workshop will start with the fundamental strategic choices that need to be made before internal QA is set up taking into consideration the specific characteristics of profession-oriented higher education. The fundamental options of IQA itself will be dealt with in a provocative way as well as the corresponding pitfalls. The workshop will be an interactive input for the coming EURASHE's manual on internal QA.



**Mindaugas
Misiūnas**

Title of contribution:

“How do the Mission and Role of Professionally Oriented HEIs Impact Internal QA Proceedings?”

Abstract:

European Union and other documents on higher education as well as researchers' studies indicate that higher education should be attractive, competitive, open, qualitative, transparent, autonomous, reliable and dynamic. Higher education is responsive to different needs of society through the diversity of missions. Policy-makers, HEI leaders, researchers focused together on how higher education sector could navigate through the economic crisis. The quality of a higher education institution activity is a complex concept depending upon the variety of factors: students, study programs, staff, material resources, management.

The purpose of the internal quality assurance system is constant improvement of the higher education institution activity. In order to ensure the quality of decision-making, higher education institution should create an appropriate model of quality management. European Standards and Guidelines for Quality Assurance should be the basis of internal quality assurance system of every higher education institution. It's important that continual pursuing for quality improvement is inseparable from the principle of accountability. Consolidation of responsibility for an individual activity and its result is one of the key aspects of quality culture development. Higher education institution leadership should ensure the consistency of control, improvement and transparency.



Pascale De Groot

Title of contribution:

Testimonial from a Head of an institution in the implementation of QA proceedings, Based on the ESG for QA, and Other Instruments for QA with a Professional Connotation

Abstract:

QA in an institution can't be limited to a system aimed at obtaining (external) accreditation, but must first and foremost aim at maintaining and enhancing the quality itself. Only if an institution is impregnated with quality assurance and develops a culture that penetrates in all its levels, QA can become an instrument for policy making. Therefore QA can't be the prerogative of QA specialists, but has to get implemented in every fibre of all involved in the making and executing of the institution's policy. This is only possible when QA is not imposed as a monolithic system, but if it is translated to the specific needs of every section. In doing this, using discipline specific frameworks and standards proves to be a real asset.



Nicolae Dură

Title of contribution:

Quality Research at HEIs

Abstract:

At the Ministerial Conference of the European Higher Education Area, which took place in Bucharest between 17 to 19 October 2011 - which was attended by stakeholders and ministers of education from about 50 European countries, where the leaders of our organization (EURASHE) were also present, represented by its President, Prof. Andreas G. Orphanides, Vice President Michal Karpíšek, and its General Secretary, Stefan Delplace, - it was remarked that the European Higher Education is found at the crossroads: between the Bologna Process and National Reforms (See A. Curaj, P. Scott, L. Vlasceanu L. Wilso, European Higher Education at the Crossroads. Between the Bologna Process and national Reforms, Ed. Springer, Bucharest, 2012, p. V-VI.). In other words, the process of the implementation of **Quality Research** does not have to be only in line with the priority areas of Bologna Process, but also with the National Reforms. The European dimension of Quality Research starts not only from a guaranteed flexibility for governments to choose their system or "model" of Quality Research - as it is often said - but also from the implementation of Internal and external criteria of this in line with the priority areas of the Bologna Process as well as with the National Reforms.



Andre Vyt

Title of contribution:

Developing an Integrative Quality Management Policy and System with Links to ESG

Abstract:

In the plenary session, an overview is given of the principles of Integrative Quality Management (IQM) and the necessary steps for developing a QA system in which the ESG are embedded. Using the PROSE model, a step-by-step approach is demonstrated in developing a Quality Management handbook, according to the basic functions of QM: determination, assurance, improvement, and accountability. Starting with a communication and documentation inventory according to the 6P-model, we move on to key responsibilities and performance indicators, diagnostics and assessment procedures, improvement planning, and reporting.

Title of contribution:

Organising and Implementing Internal QA: Application of ESG: “Using the PROSE Toolbox and PROSE Online Diagnostics in Developing a Quality Management System”

Abstract:

Practical examples will be given, linked to ESG. In the workshop, a hands-on exercise with the PROSE Toolbox and the PROSE Online Diagnostics & Documenting System (PODS) is given, for the practical development of a Quality Management System. The workshop demonstrates the possibilities of the system, not only in performing team-oriented self-assessments, but also in prioritizing items for improvement, collaborating on improvement plans, and defining evidence for good practice and quality indicators. Participants are invited to bring their laptop.



Armelle Motte &



Brigitte Noc

Title of contribution:

Professional Labels and the ESG: Complementarity or Conflict? “Quality assessment in the University Institutes of Technology: an original process in the French University system”

Abstract:

Our presentation will deal with the auditing process and quality assessment in the French University Institutes of Technology. Since the mid 1960s, the University Institutes of Technology have been training middle engineers and managers, with national curricula combining both a strong academic background with professional training in engineering and the service sector. The Institutes have a long history of successful partnerships with the corporate world, which is closely involved in the Institutes’ governance, the definition of curricula and the quality assessment process. The Institutes of technology have developed an efficient network of organizations both at the pedagogical and institutional levels. Thus the auditing process results from procedures and national experts’ committees jointly established by the Institutes’ network and the French Ministry of Research and Higher Education. The indicators that are surveyed range from the analysis of the environment, the implementation of the curricula, student achievement and professional integration to the strategic policy, relations with the university and general management. From the internal audits to the final experts’ conclusions, the evaluation system allows the Institutes to be responsible actors and a driving force in Higher education.

7. TRAVEL INSTRUCTIONS

How to get to Nicosia by plane?

To get to Nicosia **Larnaca International Airport is probably the best option**. It is located close to the city on the Southern coast of Cyprus and it is about 45 Km from Nicosia.

How to get to Nicosia from Larnaca airport?

You can reach Nicosia city centre from Larnaca airport by bus or by taxi.

If you opt for the **bus**, you can find more information about **Kapnos Airport Shuttle**, the company providing such service, on its website (www.kapnosairportshuttle.com).

The total duration of the journey is 50 minutes approximately.

Departure time from Nicosia to Larnaca Airport	Departure time from Larnaca Airport to Nicosia
01:00	01:00
-	01:45
02:00	03:00
03:45	04:30
05:15	05:30
06:30	-
07:15	-
08:00	08:30
09:30	10:10
11:00	11:10
12:00	12:10
13:00	13:30
14:10	14:10
15:00	15:10
16:00	16.10
17:00	17:10
18:00	18:10
19:00	19:30
20:15	20:45
-	21:30
22:00	22:45
-	23:30

The cost of the ticket is 8 € (one way). The bus shuttle terminal in Nicosia is **Kyrenias Avenue**, which is behind Melconian (opposite to the Police Headquarters). From the bus shuttle the terminal, you can reach your hotel by taxi or by public transport.

For advice, ticket amendments and bookings please call the service line of the bus company Kapnos Airport Shuttle on:

- +357 24008718 – Open 07.30 to 23.00 hrs. (Monday to Sunday) – Cyprus time, UTC/GMT +2 hours);
- Or on the Local Service Line: 77 77 14 77 - Open 07.30 - 23.00 hrs. (Monday to Sunday) – Cyprus time, UTC/GMT +2 hours)

If you opt for taxi, a "Taxi Office" is available on a 24-hour basis at Larnaca International Airport, located on the right as you exit the terminal building. The approximate day-time charge for a taxi is € 45.00 - € 50.00, while the approximate night-time charge is € 50.00 - € 55.00.

For additional information or assistance you may contact the "Taxi Office" at Larnaca International Airport at the following numbers:

- Central Line for Taxi Office: +357 24656195
- Mobile Number: +357 99654886

The venue of the EURASHE Seminar

The EURASHE Seminar will take place at the premises of **European University Cyprus**, which is located at **6 Diogenes Street, Engomi, Nicosia**.



Due to the distance between the main hotels of Nicosia and EUC, the most practical mean to reach EUC is by:

- Taxi/Car: taxis can be booked via phone (+357 22807101) or be hired on the street.

Moreover you can also reach the campus by:

- Public Inncity buses: the nearest Bus Routes are **100, 115, 119, 127, 214, 215, 250**. The website of Nicosia local transport provides more information about the buses lines to EUC (www.osel.com.cy/index.php?link=busroutes.php).
- Public Intercity buses: For more information about the buses from other towns of Cyprus, please check the website of Intercity buses of Cyprus (www.intercity-buses.com)

8. OTHER USEFUL INFORMATION

Currency

The currency of the Republic of Cyprus is Euro (€).

Cyprus climate & temperature

Cyprus has a mild climate all through the year. The average temperature for the month of September is 29 °C.

Cyprus electricity - voltage and plug system

The Electricity and plug system in Cyprus is the same as the UK. The Voltage in Cyprus is 240V / 50 Hz. Electricity plugs used in Cyprus are 3-pin.

Shops

In Cyprus, shops open at around 8.00 - 9.00 am and close at 7.00 pm during the winter period and at around 8.30 pm during the summer period.

On Wednesday and Saturday shops close for half day at around 2.00 pm. On Sundays, shops in Cyprus are closed.

It is worth noting that in most of the tourist areas of Cyprus, both shops and supermarkets stay open till late at night and are also open on Sundays.

Tourism information

The Official Portal of the Cyprus Tourism Organisation (www.visitcyprus.com)

Emergency

Emergency Service Telephone Numbers (English is spoken)	
Ambulance	199 / 112
Police	199 / 112
Fire Service	199 / 112
European Emergencies Number	112

9. SEMINAR EVALUATION FORM

As an integral part of EURASHE's Secretariat own quality assurance, we are hereby providing you with a Seminar Evaluation Form.

We would be grateful if you could fill this form and hand it to one of the EURASHE team members during the Seminar.

We will make sure to inform you of the results in the spirit of the ESG information guidelines.



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