



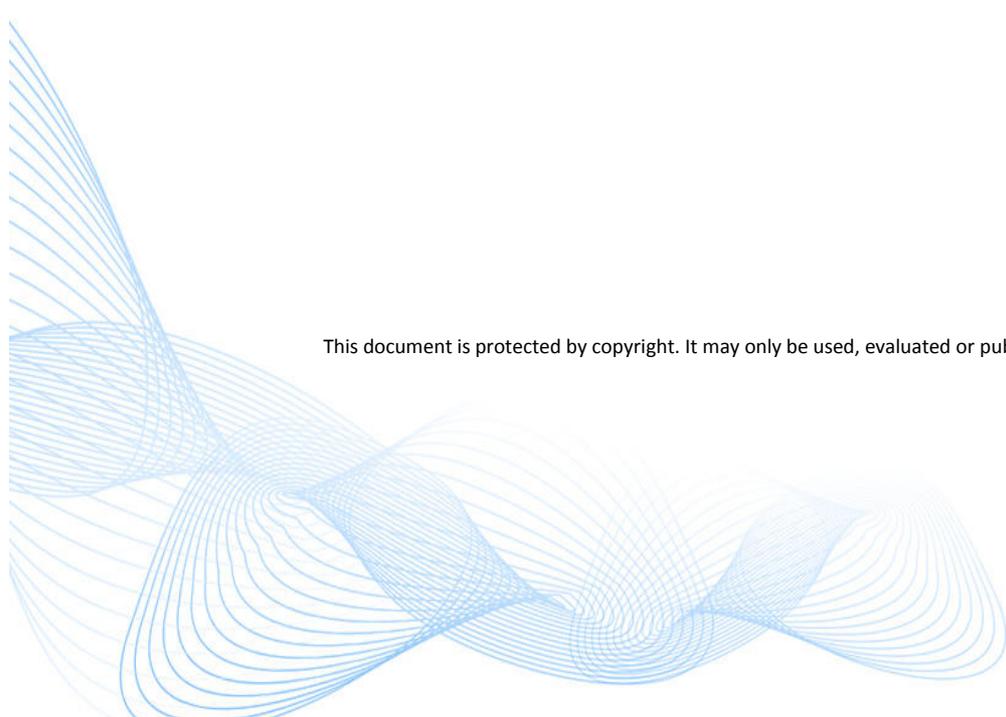
# FIBAA Consult

YOUR PARTNER FOR EXCELLENCE  
IN HIGHER EDUCATION

## Guidelines FIBAA Consult for **Evaluation According to Individual Objectives**

February 2016

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## Content

<b>Preface .....</b>	<b>3</b>
1. The object of evaluation, evaluation objectives and criteria.....	4
2. Procedural steps.....	5
<b>a) Assessment guide .....</b>	<b>5</b>
<b>b) Self-documentation.....</b>	<b>5</b>
<b>c) Date for on-site visit.....</b>	<b>5</b>
<b>d) Appointment of the expert panel .....</b>	<b>5</b>
<b>e) Assessment of self-documentation.....</b>	<b>6</b>
<b>f) Peer-Review Process .....</b>	<b>6</b>
<b>g) On-site visit.....</b>	<b>6</b>
<b>h) Assessment report .....</b>	<b>7</b>
3. Outcome of evaluation.....	8
4. Appeal procedure.....	8

## Preface

FIBAA is a European, internationally oriented agency for quality assurance and quality development in higher education. As a business unit of FIBAA, FIBAA Consult has access to a vast experience in the field of quality assurance of studies and teaching both on institutional and on programme level. FIBAA Consult furthermore benefits from a large pool of international experts from the field of science and professional practice supporting our evaluations. We are therefore able to appoint competent experts in your procedure according to your individual object of evaluation.

Our evaluations can contribute to monitoring the success of planning processes as well as they may offer impulses for quality development. Success monitoring is only possible if the object of evaluation already exists as a project or a programme with certain purposes; because asserting successes implies an ex-post measurement of the implementation and implication of measures planned at an earlier stage. Success monitoring, however, is simultaneously a problem analysis for the next planning cycle. The manner in which and the criteria based on which success is monitored depend on the individual focus and object of evaluation. Our evaluation furthermore intends to contribute significantly to the further development (of the object of evaluation). We therefore do not merely describe and assess the current conditions, but give advice for future improvement.

We plan individual evaluations in close consultation with our client. It is up to the client to decide on the object of evaluation (e.g. a department or an attribute) and on the objectives which are to be pursued with the evaluation (e.g. adjustments or improvements). Please bear in mind that the evaluation is meant to benefit the respective groups (e.g. in terms of confirming the strategic objective or of monitoring the success of initiated measures).

A thorough preparation of the evaluation procedure is crucial for its effective execution. These guidelines are meant to facilitate this preparation for you by providing information on the object of evaluation, on evaluation criteria and on the different stages of the evaluation procedure. The evaluations we offer are planned and implemented according to your individual needs and wishes, these guidelines can therefore only offer an orientation and a framework. Please contact us if you have any further questions.

## 1. The object of evaluation, evaluation objectives and criteria

The evaluation according to individual objectives may for instance be concerned with the quality of your university's or one of its units' studies and teaching activities, it may comprise subjects and departments, it may look at study programmes, courses or individual teaching units or be thematically focused on certain attributes such as the examination system, modularisation and learning outcome orientation, on internationality etc. Together with our clients we identify the exact object of evaluation in order to formulate the evaluation questions accordingly and receive meaningful evaluation results.

Objectives that are to be assessed usually comprise of overall objectives (general nature) and sub goals that derive from and are specified based on the overall objectives. Clarity concerning your goals is of particularly importance because we can only evaluate if and how your objectives have been reached if you explicitly convey them to us. Formulating a measure's objectives is the starting point for its evaluation.

Prior to the execution of the evaluation, three questions are to be answered:

- What are the objectives that you want to examine?  
The evaluation questions are formulated according to your goals and to the purpose of the evaluation. You can then find the questions in our assessment guide (see below).
- How can it be determined whether the objectives have been achieved or how far you have progressed?  
The achievement of the objectives is assessed by means of examination criteria which refer to the dimensions in which the "success" is visible. In addition to the assessment criteria, it has to be clear with which indicators a criterion can be "measured" and which shape the indicator is to take in order to speak of a success. The shape that the indicators take in the individual assessment criteria is described by you in a self-evaluation report, according to the assessment guide, which is submitted to us.
- How are the indicators assessed/measured? (information and verification)  
Material and information on the indicators must be submitted in order to verify if and in how far the objectives have been achieved. You put together these sources of information and documents (curricula, statistics, module descriptions...) by means of a self-evaluation report (self-documentation) and of attachments according to a list we will compile. These materials are complemented by means of the on-site meetings and they are assessed by experts.

In our evaluation procedures, we take into account relevant standards and guidelines that may vary depending on the object of evaluation and on the institution's location, as for instance:

- For Bologna signatory states, the European Standards and Guidelines<sup>1</sup>, taking into account national regulations if necessary.

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<sup>1</sup> the [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#); the [Equal-European MBA-Guidelines](#); den [ECTS-Users' Guide](#); the shared "[Dublin-Descriptors](#)"; die [Lisbon Convention](#)

## 2. Procedural steps

FIBAA Consult's evaluation procedures generally consist of several steps: evaluation definition (identification of the object of evaluation, of the purpose and the objectives as well as compilation of the individual assessment guide), internal evaluation (self-documentation), external evaluation (peer review) and follow-up (recommendations and their evaluations). Extent and specific design of the steps depend on the individual evaluation project; the general procedure is presented in the following chapters.

### a) Informative briefing and execution of the contract

In order for you to receive principal information and a tailor-made offer, a preparatory informative meeting is necessary. Thereafter, we will present you with a non-binding offer and agree on the intended timetable for the evaluation procedure together with you.

### a) Assessment guide

After the execution of the contract, FIBAA Consult will compile an assessment guide according to your individual objectives and decide on the attachments that are to be submitted.

The assessment guide, on the one hand, serves as the basis for generating your self-evaluation report and defines which documents and information are to be provided for the evaluation. On the other hand, the assessment guide provides the structure based on which the experts organise their assessments. The assessment guide varies depending on the object of evaluation. The "Assessment Guide According to Individual Objectives" published by FIBAA Consult offers a framework.

### b) Self-documentation

On the basis of the assessment guide, you will compile the relevant aspects of the object of evaluation. Please attach the documents we have beforehand agreed on. You will describe your institution and compile data, facts and substantial documents. In case of existing results from previous evaluation procedures, please attach these as well in order for us to be able to take them into consideration if necessary.

After having received your self-documentation, FIBAA Consult will appoint a project manager who will be your contact person and who will start organising the actual evaluation procedure. In a first step, the self-documentation you submitted is checked for completeness. We will inform you in a timely manner in case relevant documents or information are missing and should be handed in additionally.

### c) Date for on-site visit

The project manager and you will together agree on a date for the on-site visit<sup>2</sup> through the expert panel.

### d) Appointment of the expert panel

Once possible dates for the on-site visit are agreed upon, FIBAA Consult will appoint an expert panel (see FIBAA Consult [criteria for experts](#)) and confirm the date for the on-site visit.

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<sup>2</sup> Only in particular cases may the site visit be substituted by other assessment forms.

e) Assessment of self-documentation

Right after you confirm the expert panel, its members receive the self-documentation for examination. Should the experts require further information from you, their requests will be forwarded to you in a timely manner.

f) Peer-Review Process

An essential part of the evaluation is the peer-review. The professional, content-related assessment will be executed by the experts, who have been chosen specifically for the individual issues of your evaluation procedures. FIBAA Consult has therefore developed and published quality criteria that ensure that the chosen experts, depending on the object of evaluation, possess the required skills and qualifications. The expert panel engage the stakeholders in study and teaching. The expert panel consists of, at least, the following persons: Experts from the scientific field (members with experience in the management of education providers and in quality assurance), an expert from the professional field and a student. We prepare our experts both for their task in general and for the specific procedure at your institution in particular.

FIBAA Consult avoids conflicting interests and ensures the experts' impartiality and objectiveness by instructing them to confidentiality, privacy and security policy. Additionally, FIBAA Consult informs the institution about the compilation of the expert panel and is willing to alter the panel in case of reasoned objections. Your institution, however, does not hold a nomination right. The final decision about the compilation of the expert panel lies with FIBAA Consult.

g) On-site visit

During the on-site visit, the experts will meet separately with representatives of the institution/of the course offer. In general, it should be ensured that different interlocutors are chosen for the individual meetings and that possible doubling in the conversations through candidates holding more than one function is avoided.

The on-site visit can vary in length depending on the object of evaluation and it ends with a first feedback provided by the experts that concerns the conformity of the study programme with the respective requirements.

The time schedule and the compilation of the meetings depend on the individual evaluation and are agreed upon by the FIBAA Consult project manager together with you.

**Example for a time schedule of an on-site visit**

(Depending on the object of evaluation the time schedule can deviate significantly from the example)

<b>Time</b>	<b>Item on the programme:</b>	<b>Participant:</b>
	<b>Arrival of the experts on the eve of the on-site visit and internal preliminary talk</b>	
9:00 am	<b>Welcome at the institution</b> - Presentation of FIBAA Consult's expert panel - presentation of the institution/the course offer	
09:30 am		

	<b>Initial meeting among leaders concerning the object of evaluation</b>	
10:00 am	<b>break</b>	
10:15 am	<b>Meetings with those responsible for objectives and strategies</b>	
11:00 am	<b>Meetings with representatives of target group(s)</b>	
11:30 am	<b>Meetings with those involved in the implementation</b>	
12:30 am	<b>Internal expert meeting</b> <i>Including snacks and review of presented materials</i>	
01:30 pm	<b>Meetings with those responsible for information regarding resources</b>	
02:00 pm	<b>Meetings with those providing services</b>	
02:30 pm	<b>Meetings with those responsible for quality assurance</b>	
03:00 pm	<b>Tour of the institution</b> <i>(visiting relevant rooms and facilities)</i>	
03:30 pm	<b>Expert retreat</b>	
Ca. 05:00 pm	<b>Final meeting</b> - <i>Summary of impressions gathered during the on-site visit through the project manager</i> - <i>Further action</i>	

h) Assessment report

Based on the self-documentation and, if necessary, on further information, as well as on the insights gained during the on-site visit, the expert panel will draft an assessment report. This report presents the circumstances and assesses them according to the quality criteria as well as to the conformity to the relevant requirements. Furthermore, the experts put forward recommendations. The assessment report includes information that is valuable to you and that helps you to identify the potential for development, to come to structural decisions and to create transparency. The structure of the assessment report follows the structure of the assessment guide. The assessment report will be forwarded to you.

### **3. Outcome of evaluation**

FIBAA forwards the assessment report to your institution. The complete assessment report will, in accordance with the ESG, be published on FIBAA Consult's website.

Depending on the object of evaluation and on the evaluation result, and after a certain time span suggested by the experts, we recommend a follow-up, that is, another evaluation. The follow-up serves to assess the implementation of the recommendations and the further development. Furthermore, the follow-up will advance the then future development of the object of evaluation and give further external impulses according to the most recent status of science, professional practice, didactics etc.

### **4. Appeal procedure**

We generally propose that you approach us directly if problems occur during the evaluation process. Solutions can usually be found during the further course of the procedure and misunderstandings can often be clarified. Within the framework of your statement to the assessment report, you are given the opportunity to point out aspects that, from your viewpoint, are not represented or assessed correctly. Prior to the formulation of the assessment report's finalised version, the expert panel engages with the criticised aspects anew and may possibly change the report accordingly.

In case the assessment report and the recommendations given therein are, from your viewpoint, still not appropriately deduced, there is furthermore the option of lodging a reasoned appeal against FIBAA Consult's decision within a period of one month after written notification of the decision. In this case, the appeal is passed on to the FIBAA Appeal Committee for examination. The Appeal Committee will analyse the evaluation procedure, its results and the complaints brought forward by the institution ("appeal procedure"). Where appropriate the Appeal Committee will recommend the expert panel to modify the assessment report.

## Overview of the procedural steps

→ Institution	FIBAA Consult ←
Contact to FIBAA Consult	
Preparatory discussion between Institution and FIBAA Consult	
<ul style="list-style-type: none"> <li>Submission of the completed application form to FIBAA Consult</li> </ul>	
	Preparation of offer
<ul style="list-style-type: none"> <li>Conclusion of contract</li> </ul>	
	Preparation of the Assessment Guide for the evaluation procedure according to individual objectives
<ul style="list-style-type: none"> <li>Drafting of self-evaluation report</li> <li>Date proposal for on-site visit</li> </ul>	
	Compiling of the expert panel; Appointment and planning of on-site visit; Possibly asking for further information
<ul style="list-style-type: none"> <li>Coordination of the on-site visit (internally and with FIBAA Consult)</li> </ul>	
Experts on-site visit at the institution	
	Submission of the draft assessment report to the institution for comment
<ul style="list-style-type: none"> <li>Institution's comments on the report</li> </ul>	
	Consideration of the expert panel of the institution's comments; Completion of the assessment report
	Submission of the assessment report to the institution including recommendations and advice for follow-up; Publishing of assessment report
Completion of evaluation procedure according to individual objectives	