

PRACTICAL ASPECTS

The evaluation teams

Based on the institution's priorities and profile, an appropriate team will be formed of up to five members who will visit the institution twice.

The IEP expert pool:

- is composed of current and former rectors and vice-rectors, student members and senior higher education experts from all across Europe
- offers a diversity of expertise and university cultures
- applies the concept of peer-review when visiting the institution.

The follow-up procedure

- Possibility to register for a follow-up evaluation, within two to four years of the initial evaluation. Since a team will already be familiar with the institution, this procedure can be more customised than the initial evaluation.

An indicative evaluation cycle

April – June	Annual registration period
September	Notification of the institutions registered for the upcoming round
October	Preparatory workshop for institutions
October – February	Self-evaluation process Compilation of self-evaluation report
February – March	1 st visit of the evaluation team
March – June	2 nd visit Compilation of the report



EUA-Institutional Evaluation Programme

IEP

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EUA-Institutional Evaluation Programme

INSTITUTIONAL EVALUATION PROGRAMME – A STRATEGIC TOOL FOR CHANGE

THE INSTITUTIONAL EVALUATION PROGRAMME

The Institutional Evaluation Programme (IEP) is an independent service of the European University Association. Since 1994, IEP has evaluated over 200 higher education institutions across 44 countries worldwide.

IEP evaluates higher education institutions in the context of their own goals and objectives and actively supports them in fulfilling their mission. Recommendations are provided on the institutions' structures, processes, policies and culture, to enable them to perform the full range of their activities and build the capacity to address change processes. IEP evaluation is a voluntary process for the participating institutions; it is independent from governments and other such bodies. It does not lead to accreditation or any other kind of summative judgement.

IEP evaluations take into account the most recent European and international developments in higher education and research policies. IEP is committed to continuous improvement and adheres to the "Standards and Guidelines for Quality Assurance in the European Higher Education Area".

By signing up for an evaluation, institutions will benefit from:

- An evaluation procedure based on their **institutional profile** and geared towards improving their capacity to implement strategic goals
- A **truly European focus** taking into account the framework of ongoing reforms in higher education across the continent
- A **self-evaluation process** that will contribute to increased awareness across the university of the need to develop an internal quality culture and complement external accountability exercises
- **Two site visits of an evaluation panel**, composed of current or former European rectors or vice-rectors, a student and a senior higher education expert
- A **final report** that highlights good practices identified and includes recommendations for improvement

"EUA evaluations, conducted on a periodical basis, have been the most inspiring and fruitful tools to shape a new system and style of governance at our university."

University of Liège, Belgium

IEP METHODOLOGY: FOUR KEY QUESTIONS

The evaluation process is based on four strategic questions:

1. What is the institution trying to do?

The mission and objectives of the institution

The evaluation teams will issue recommendations focused on:

- engaging the university community in a constructive process of mission development
- devising appropriate instruments for implementing the mission
- identifying strategic partners who can contribute to meeting objectives

2. How is the institution trying to do it?

The operational aspects of the institution

The evaluation teams will provide recommendations for:

- optimising the balance of power between the central leadership and the university's constituencies
- rationalising and balancing the decision-making processes and structures
- clarifying responsibilities and accountability
- balancing the broad engagement of the university community in the preparation and implementation of policies

"The process provided a strong basis for the development of new policies, during a period of major changes in the Portuguese higher education legal framework. It proved particularly valuable for the negotiations with the government, that ultimately led to the modification of the legal status of the University of Aveiro."
University of Aveiro, Portugal

3. How does the institution know it works?

The internal monitoring and quality assurance arrangements aiming to ensure that objectives are met

The evaluation teams will offer recommendations for developing an effective quality culture through:

- a university-wide policy on quality
- appropriate indicators and procedures
- feedback loops into decision-making processes
- linkages with other institutional initiatives.

4. How does the institution change in order to improve?

Does the institution have the ability to:

- understand its external and internal environment?
- actively shape its future rather than reacting to externally-driven change?
- determine key aspects of change management: know how to develop priorities, institutional self-knowledge, planning, communication?
- grasp the appropriate sequence in a change process?

"Not only has the evaluation had a profound effect upon the university but it has also moulded the national quality assurance procedure and the internal quality processes."
University of Ljubljana, Slovenia

COORDINATED EVALUATIONS

On request of local stakeholders in higher education (ministries, national rectors' conferences, NGOs), the IEP also conducts coordinated evaluations at the national or regional level.

These exercises include evaluations of a number of institutions (each institution receives its own evaluation report) and a general report that identifies shared challenges and issues across the institutions. For more information, please consult the IEP website:

www.eua.be/iep