

QA1. Quality Assurance Strategy and Internal Quality Assurance System

Glossary

AQT	Academic Quality Team
ARM	Annual Review and Monitoring
BAC	British Accreditation Council, UK
ENQA	European Association for Quality Assurance in Higher Education
HAHE	Hellenic Authority for Higher Education
IQAS	Internal Quality Assurance System
KPI	Key Performance Indicator
OfS	Office for Students, UK
PSRB	Professional Statutory Regulatory Body
QA	Quality Assurance
QAA	Quality Assurance Agency, UK
SIS	Student Information System
ADIP (ΑΔΙΠ)	Αρχή Διασφάλισης και Πιστοποίησης της Ποιότητας στην Ανώτατη Εκπαίδευση
ΕΣΔΠ (IQAS)	Εσωτερικό Σύστημα Διασφάλισης Ποιότητας
ΜΟΔΙΠ	Μονάδα Διασφάλισης Ποιότητας
CITY ULE	CITY University, University of York Europe Campus, Greece
University of York	University of York

1. Preface

This document is developed as part of CITY ULE submission to acquire a licence to operate as a University Legal Entity (ΝΠΠΕ). It corresponds to the requirement “*ια*) στρατηγική διασφάλισης ποιότητας, η οποία περιλαμβάνει την ανάπτυξη και λειτουργία εσωτερικού συστήματος διασφάλισης ποιότητας (ΕΣΔΠ)”.

2. Quality Assurance in CITY ULE

The quality provision for Higher Education is assured at CITY ULE through various mechanisms, which have proven their effectiveness and efficiency. The aim of the QA is to achieve high quality standards to all CITY ULE educational services and the continuous enhancement of teaching and research, according to:

- the standards of the University of York,
- the UK standards quality assurance (Office for Students - OfS, Quality Assurance Agency Benchmarks - QAA, British Accreditation Council - BAC etc.), and
- International standards for quality assurance (European Association for Quality Assurance in Higher Education - ENQA, Standards and guidelines for quality assurance in the European Higher Education Area - ESG, etc.).

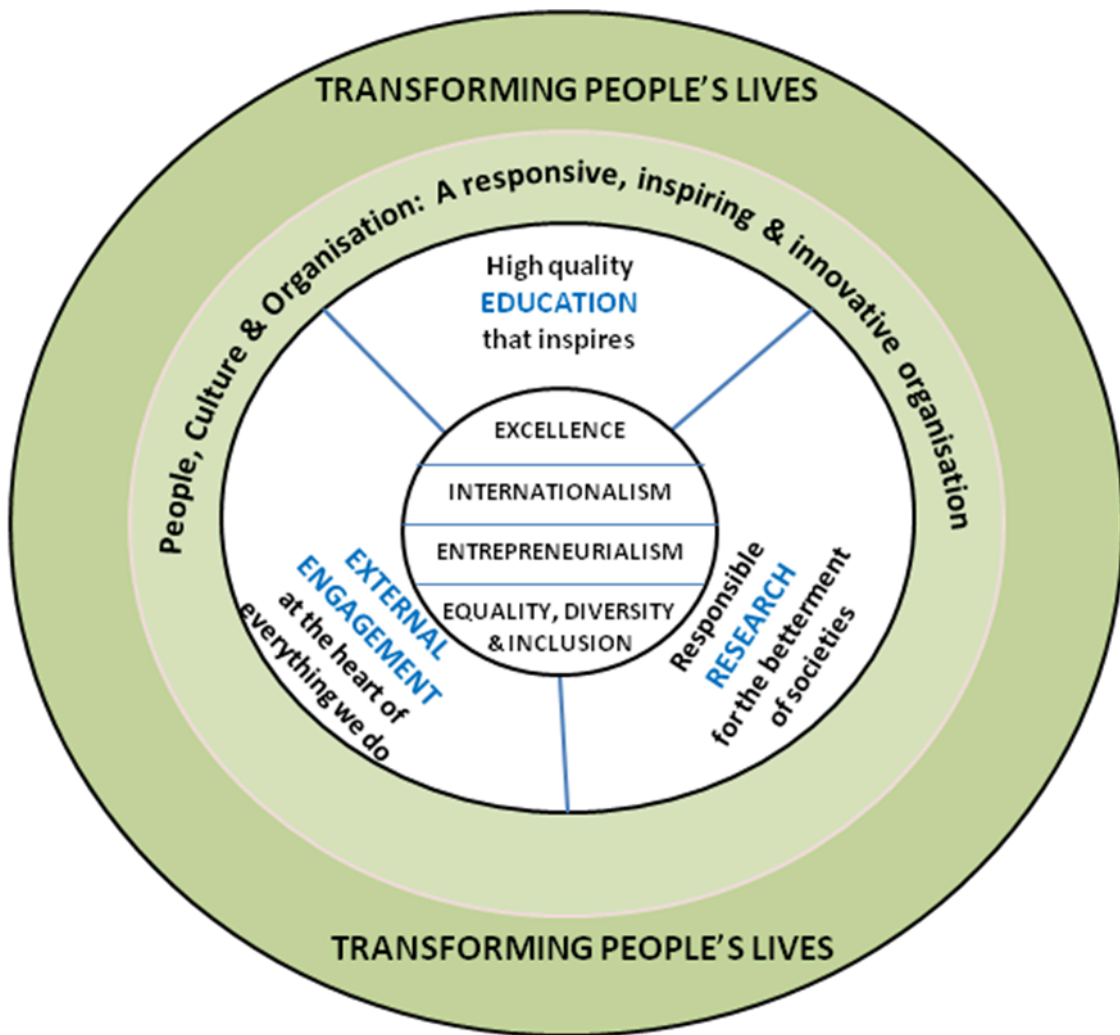
In addition, the Quality Assurance Framework (Education & Research): Procedures & Documents (see Institutional Regulatory Arrangements) facilitates the:

- Development of strategies, policies, procedures and guidelines for the continuous enhancement of quality of education and research.
- Monitor of the implementation of policies and procedures for evaluating the quality and standards.
- Review of internal and external evaluation of quality and accreditation as well as reporting of their findings.
- Review and support for methods and tools for reporting information related to student performance, progression, awards and satisfaction.
- Monitor of the accuracy of information presented to students with regards to regulations, programmes of study and procedures of the CITY ULE.
- Support and monitor of the correct implementation of the processes related to programme design, module and programme amendments and approval.
- Review the functionality and effectiveness of the Student Information System.
- Oversight of academic staff induction and development.
- Investigate and disseminate good practices exercised in other HEIs.

Quality assurance in CITY ULE includes accreditation of programmes by Professional Statutory Regulatory Bodies (PSRBs) which are external bodies which accredit, recognise or approve programmes many of which lead to a professional or vocational qualification or exemption from a professional examination. CITY ULE encourages its Departments to seek and maintain appropriate PSRB accreditation or similar recognition for its programmes of study.

3. CITY ULE Strategic Plan

The CITY ULE Executive Board approved the Strategic Plan for the period 2022-2027, in line with the University of York Strategy 2020-2030. The CITY ULE Strategic Plan 2022-27 (Values, Quality, Capacity) presents the Strategy Development Framework:



Along with the following Strategic Aims:

1. Education: High quality education that inspires; offering a unique, international and inclusive student learning experience to create the next generation of global citizens.
2. Research: Responsible Research for the Betterment of Societies
3. External Engagement: External engagement at the heart of education, research, and operations, creating significant impact and visibility in the wider community.
4. People, Culture, & Organisation: To be a responsive, inspiring, and innovative organisation focused on excellence, sustainable development, and growth, founded on equality, inclusion, and diversity.

With the following Guiding Principles:

- Excellence
- Internationalism
- Entrepreneurialism
- Equality, Diversity & inclusion

With regards to Quality, the Strategic Plan mentions:

- Sustain outstanding standards and excellent quality in education led by our values and aspirations related to the needs of the people and the environment in a fast changing world.
- Embed digital technologies at the heart of our education provision through transformative and inspiring ways of designing, developing and delivering exceptional quality learning and teaching.

- Revisit, reexamine and reconsider the way we do things and utilise enabling technology to modify and transform processes in order to enhance quality, effectiveness and efficiency in all aspects of learning and teaching.
- Revisit the existing research model to prioritise sustainability in addition to quality.
- Deliver services of outstanding quality that embrace the innovative use of digital technologies, sustainable practices, and agile processes.
- Provide access to a high quality physical environment and excellent facilities

4. CITY ULE QA Policy

Bearing in mind the above Strategic Plan, CITY ULE's policy for QA is to sustain a QA system that:

- It is committed to comply with the Institution's Regulatory Arrangements (Ordinances, Statutes, Regulations and Policies).
- It establishes, reviews, redesigns the QA objectives, which are fully harmonised with the Institution's Strategic Plan.

This policy reflects CITY ULE's dedication to fostering an inclusive, innovative, and forward-thinking environment. The QA Policy is implemented through the Internal Quality Assurance System (IQAS). With the implementation of CITY ULE's QA Policy, a continuous improvement is anticipated across all areas of the institution's activities, including educational and research work, the quality and efficiency of services and administrative procedures, and the operating conditions, and working environment and standards for staff and students.

The QA Policy of CITY ULE aims to develop and implement a quality system that promotes:

- The organisation and management of QA through the IQAS.
- The distribution of responsibilities by the CITY ULE's leadership, Schools, Departments, staff members and students, as well as their respective roles regarding quality assurance.
- Ensuring transparency in decision making processes and resource management.
- The protection of academic principles, freedom of speech, ethics, equality, diversity and inclusion.
- The quality assurance of programmes and their compliance with University of York's and Professional Statutory Regulatory Bodies' (PSRBs) standards.
- Strengthening student-centered learning and fostering active student participation in educational processes.
- Continuous revision and enhancement of programmes of study to meet societal needs and global developments.
- Ensuring high quality teaching and enriching educational experiences.
- Fostering a culture of ethical and impactful research.
- Promoting interdisciplinary research that addresses local and global challenges.
- Collaboration among all members of the academic community, including, teaching, research, administrative staff and students.
- Continuous training and development of human resources.
- The provision and effective management of necessary resources for the CITY ULE's operation.
- The efficient and effective organisation of services and the development and maintenance of infrastructure.
- Actively involving external stakeholders in quality evaluation and enhancement.
- Enhancing international collaborations with educational and research institutions.

5. Internal Quality Assurance System

As part of a UK Higher Education due to its status as a Europe Campus of the University of York, CITY ULE abides with the overall quality assurance standards of the University and UK related bodies, such as the Office for Students (OfS), Quality Assurance Agency (QAA) , British Accreditation Bodies, Professional Statutory Regulatory Bodies (PSRBs), etc.

At the same time, as it is based in Greece, CITY ULE follows the standards recommended by the Quality Assurance and Certification Authority (ADIP) and the Hellenic Authority for Higher Education (HAHE). The mixture of the two approaches is challenging.

Therefore the, Senate and Executive Board recommended to develop an Internal Quality Assurance System (IQAS) (Εσωτερικό Σύστημα Διασφάλισης Ποιότητας - ΕΣΔΠ) but also a Quality Assurance Framework (Education & Research):

- IQAS describes processes and procedures according to HAHE guidelines:
 - Process 1: Quality assurance policy
 - Process 2: Resource allocation and management
 - Process 3: Establishment of quality assurance objectives
 - Process 4: Internal Evaluation
 - Process 5: Quality data collection: measurement, analysis and improvement
 - Process 6: Information disclosure
 - Process 7: External Evaluation
- The Quality Assurance Framework (Education & Research) describes the standards, processes, guidelines and document according to the University of York and related UK standards and it can be accessed in Institutional Regulatory Arrangements (Ordinances, Regulations, Policies and Procedures) (Εσωτερικός Κανονισμός).

6. Quality Assurance Handbook

This QA Handbook Manual is an official IQAS document and is used as a guide for its implementation in an attempt to fulfil the requirements set by HAHE. It consists of work units called processes and procedures.

- A process takes into account input data that are necessary for the process operation and results into output data. Each process is managed and implemented by procedures and includes Key Performance Indicators (KPIs). A process is evaluated both in terms of its functionality and effectiveness, through controls and enhancement.
- A procedure is the way in which the process is implemented. The procedure has a start, end, and include steps that must be followed to achieve the expected process result.
- Documents used and processes followed within the UK context of HE are described in the Quality Assurance Framework (Education & Research).

7. Administration, Management and Resources

As defined in the governance structure, there exist a number of boards and committees which are responsible for quality assurance within CITY ULE. As part of the University of York, quality assurance is administered by the Academic Quality Team (AQT) which together with the CITY ULE Quality Assurance Committee exercise the primary management and resources for QA. The play an equivalent role to the Greek Universities' Quality Assurance Unit (ΜΟΔΙΠ).

7.1 Quality Assurance related Committees

The primary committee for QA is the Quality Assurance Committee. The Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations

The Quality Assurance and Enhancement Framework involves a number of other CITY ULE and University of York Boards and Committees:

- Education Committee: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- Research & Innovation Committee: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- Joint Learning & Teaching Strategy Group: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- Joined Research Strategy Group: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- University of York [Validation Panels](#): The primary aim is to enable the University to ensure that validated external programmes of study are appropriate to the award of York qualifications in both standards and quality, while maintaining a continuing dialogue with Partner Organisations in respect of academic development and quality assurance.
- Academic Boards: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- International Advisory Boards: Aim, Terms of Reference and Membership as described in the CITY ULE Ordinances and Regulations.
- University of York [Teaching Committee](#): The Teaching Committee assures the standards of taught programmes of study. It monitors and promotes the enhancement of the quality of the academic experience of students on taught programmes.
- University of York [Standing Committee for Assessment](#): On behalf of University Teaching Committee and York Graduate Research School, to develop, consider, monitor and review policies and procedures relating to the assessments, marking, feedback and progression for all taught and research students. On behalf of the Senate, to approve, report and monitor the results of assessment for University awards, including those of higher doctorates, and appoint internal and external examiners.

7.2 Academic Quality Team

As part of the University of York, CITY ULE is fully supported by the [Academic Quality Team](#) of the University of York. The Academic Quality team provides advice and supports the development and enhancement of the quality and standards of teaching, learning and assessment. The team ensures a holistic and consistent approach to assuring academic standards whilst enabling appropriate innovation and diversity in local practice, through its oversight, leadership and coordination of:

- Programme approval, analysis and modification;
- Collaborative teaching and learning partnerships;
- Quality enhancement review, such as Annual Review, Periodic Review;
- External examining;
- External and internal regulatory frameworks and policies;
- Student surveys e.g. National Student Survey and Postgraduate Taught Experience Survey;
- Academic committee support and membership and;
- Assessment and academic integrity policies and procedures;
- Professional, statutory and regulatory body accreditation and liaison.

The team maintains and reviews the quality processes and associated policies, guidance, forms, systems, trackers and stakeholder engagement. The team supports senior leadership, academic schools and departments, professional service teams and partners to enable the successful delivery and maintenance of programmes. It ensures an outstanding student experience, whilst mapping to internal and external benchmarks and expectations. Through its commitment to sharing effective practice, the team engages with external quality networks and offers expertise and support for institutional strategic initiatives and projects. The team also prepares responses to Office for Students and other sector organisation (e.g. Universities, UK, Russell Group) consultations and assesses the impact of updates to regulatory frameworks.

8. Process 1: Quality Assurance Policy

8.1 Scope:

The purpose of CITY ULE's QA is the continuous and systematic assurance and enhancement of quality in all aspects of education, research, administration and services. This policy includes specific actions, aiming to create a framework within which the Institution's governance Boards and Committees, academic, administrative and service units must operate. Therefore, the QA policy expresses CITY ULE's systematic, structured, and continuous commitment to providing high-quality education, research, and other services. The policy recognises that CITY ULE holds the primary responsibility for QA. The successful implementation and management of the quality policy is expected to bring about enhancements on:

1. Prestige, national and international recognition of CITY ULE, its programmes and degrees.
2. Quality of academic activities, aiming to improve student performance and satisfaction.
3. Perception and trust of the labour market stakeholders and the society in the knowledge, abilities, and skills of CITY ULE graduates.
4. Competitive position in relation to other similar institutions domestically and abroad.
5. Quality and quantity of CITY ULE's research activities.
6. Quality culture within CITY ULE.

Input	Output	Management
<ul style="list-style-type: none"> ● CITY ULE's Strategic Plan ● University of York Strategy ● External evaluation reports. ● University of York and External Examiners reports of all programmes. ● Current IQAS. ● Report from International Advisory Board ● CITY ULE Senate and Executive Board decisions regarding quality assurance. ● Relevant standards and guidelines from Quality Assurance Committee and AQT. ● Relevant standards from ADIP and HAHE. ● Relevant standards and guidelines from UK agencies (OfS, QAA, BCS etc) 	<p>The CITY ULE QA policy</p>	<p>Procedure 1.1: Planning and approval of QA policy. Procedure 1.2: Revision, and evaluation of QA policy.</p>

<ul style="list-style-type: none"> Relevant standards and guidelines from European quality assurance bodies and organisations (ENQA, EUA, EQAF, etc.). 		
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KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> Number of academic, administrative and services units participating in QA implementation. Number of improvements achieved in CITY ULE's operation within the QA framework. Number of certified programmes Qualitative change and perception of stakeholders Percentage of (positive or negative) change in overall student satisfaction. Percentage of (positive or negative) change in overall research output. Reports from External Examiners, Periodic University of York review and PSRB accreditations. 	<p>Through IQAS review. Through internal evaluation of IQAS. Through measurement of process effectiveness indicators.</p>	<ul style="list-style-type: none"> Feedback on QA policy from possible IQAS improvements. Feedback on possible revisions of CITY ULE's QA strategy. Feedback on QA policy from IQAS review results.

8.2 Procedures:

Procedure 1.1: Planning and approval of QA policy

Steps:

- CITY ULE Quality Assurance Committee meets to draft the Institution's QA policy. The policy text is drafted based on the process input data.
- CITY ULE Quality Assurance Committee forwards its recommendation to CITY ULE relevant Boards and Committees for comments.
- The final draft is submitted by the Quality Assurance Committee to the Senate and Executive Board, where the final text of CITY ULE's QA Policy is decided and approved (final decision is issued).
- Distribution of the final AQ Policy to all involved parties for its implementation.

5. Publication of the QA Policy on CITY ULE's website.

Involved parties:

- Senate (academic matters)
- Executive Board (all other matters)
- Quality Assurance Committee
- Students, academic and administrative staff,
- CITY ULE stakeholders.

Timeline:

- CITY ULE's QA Policy is designed once and approved.

Related documents:

- All documents designated as input and output above.
- Minutes of Senate, Executive Board, Boards/Committees related to QA.
- Web site pages.

Procedure 1.2: Revision and evaluation of QA policy

Steps:

1. Review and revision of CITY ULE's QA Policy, which may be initiated due to revisions of the following (indicatively):
 - Improvement proposals from Quality Assurance Committee, resulting from internal evaluation of IQAS, with regards to possible deviations, issues or areas needing improvement.
 - New or Revised of CITY ULE's Strategic Plan.
 - Changes in the current legislative framework.
 - Adaptation based on updated guidelines and decisions.
 - Feedback from members of CITY ULE's academic community.
 - Feedback from social, productive, and cultural stakeholders.
2. In each of the above cases, CITY ULE's the Quality Assurance Committee prepares a proposal of a revised QA Policy.
3. The procedure followed for approving the QA Policy is the same as described in the planning of the QA Policy (Procedure 1.1).
4. CITY ULE's website is updated with the content of its QA Policy revision.
5. At the beginning of each academic year, CITY ULE's QA Policy is reviewed and evaluated. The Quality Assurance Committee uses the KPIs stated above.
6. The Quality Assurance Committee prepares a review document presenting the progression of indicators per academic year and draws relevant conclusions, which it forwards to CITY ULE Senate, Executive Board and informs the Joint Strategy Groups.

7. The result of the review of CITY ULE's QA Policy is published on its website.

Involved parties:

- Senate (academic matters)
- Executive Board (all other matters)
- Quality Assurance Committee
- Joint Strategy Groups
- Students, academic and administrative staff,
- CITY ULE stakeholders.

Timeline:

- It is revised whenever deemed necessary by the Senate or Executive Board.
- It is reviewed on an annual basis.

Related documents:

- All documents designated as input and output above.
- Annual review of QA Policy.
- Minutes of Senate, Executive Board, Boards/Committees related to QA.
- Web site pages.

9. Process 2: Resource allocation and management

9.1 Scope:

CITY ULE should create an appropriate environment for achieving CITY ULE's objectives with regards to ensuring the provision of necessary resources in terms of required staff, infrastructure and equipment, so that the implemented IQAS can operate and be maintained, while continuously improving its effectiveness.

Input	Output	Management
<ul style="list-style-type: none"> ● Data on financial operations, material infrastructure, services, human resources, taken from Student Information System (SIS) or other CITY ULE information systems and corresponding indicators. ● Updated assessment of needs for educational and research activities, as well as administrative and support services operation needs. ● Executive Board decisions for implementing financial strategy, human resources management strategy, infrastructure and services strategy, etc. ● Criteria for allocation, maintenance and evaluation of infrastructure and services. ● Proposals for acquisition, upgrade and reallocation of infrastructure and services, based on identified needs. ● Proposals for human resources allocation to academic, administrative and support units, based on identified needs. ● Proposals for staff support, professional development and evaluation, based on identified needs. 	<ul style="list-style-type: none"> ● Financial reports and justification of deviations from planning, as well as possible inadequate coverage of needs. ● Proposals for achieving additional funding, better utilization of existing funding, improving the allocation process, effectiveness of financial management systems, etc. ● Reports on the degree of coverage of CITY ULE's needs in infrastructure and services, justification of deviations from identified needs. ● Proposals for achieving higher degree of coverage of infrastructure and services needs. ● Reports on existing staff allocation per academic, administrative and support services (administration, teaching, research). ● Reassignment of responsibilities to staff, according to their evaluation results. ● Decisions for performance rewards, provision of incentives, etc. 	<ul style="list-style-type: none"> ● Procedure 2.1: Budget allocation and management ● Procedure 2.2: Infrastructure and services allocation and management ● Procedure 2.3: Human resources allocation and management

<ul style="list-style-type: none"> ● QA objectives for resource allocation and management. ● Annual Reports of Staff Appraisal and Development ● Student Evaluation Questionnaires Results 		
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KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> ● Percentage of absorption of budgeted financial resources ● Percentage of building infrastructure usage ● Percentage of use of available support services ● Percentage of use of library and IT ● Reports of complaints regarding work environment management ● Percentage of needs coverage in: <ul style="list-style-type: none"> ○ human resources ○ infrastructure ○ administrative services ○ support services ● Percent of turnover in staff ● Number of staff development training sessions per year ● Number of academic promotions 	<ul style="list-style-type: none"> ● Through scheduled internal audits conducted by the Executive Board. ● Through analysis of process effectiveness indicators ● Through presentations of internal evaluation, Periodic reviews or PSRB accreditations reports. ● Through presentation of process results and data analysis during IQAS review 	<ul style="list-style-type: none"> ● Actions concerning the improvement of process procedures ● Actions concerning the improvement of criteria for allocation and management of: <ul style="list-style-type: none"> ○ funding ○ infrastructure and services ○ human resources ● Revision of the relevant process in CITY ULE's Quality Manual

9.2 Procedures:

Procedure 2.1: Budget allocation and management

Description:

The CITY ULE Executive Board is responsible for monitoring the budget of CITY ULE. The budget includes monetary resources in order to cover necessary expenses for education, research, development activities, administration and support services needs of CITY ULE, as appropriate, in accordance with the relevant legal framework and CITY ULE's internal regulations.

Steps:

1. The CITY ULE Executive Board possesses the financial operations data, through either SIS or other CITY ULE information systems and corresponding indicators.
2. CITY ULE Executive Board calls annually for academic, administration and service units to submit their annual activity reports and proposals for annual financial planning.
3. CITY ULE Executive Board prepares the updated assessment of funding needs based on:
 - The CITY ULE Senate for educational and research activities funding needs,
 - The CITY ULE Professional Services Committee for administrative and support services operation funding needs.
4. CITY ULE Executive Board, taking into account the feedback from Senate and Professional Services Committee as well as CITY ULE's financial strategy, prepares a proposal for annual financial planning to the Board of Directors.
5. The Board of Directors approves the annual financial planning (budget).
6. The Quality Assurance Committee and all relevant Boards and Committees are informed.

Involved Parties:

- Board of Directors
- Executive Board
- Senate
- Financial Services
- Professional Services Committee
- Quality Assurance Committee.

Timeline:

The allocation and management of funding is a recurring process, carried out on an annual basis.

Related Documents:

- Approved budgets
- Financial reports
- Financial strategy
- Criteria for funding allocation and distribution.

Procedure 2.2: Infrastructure and services allocation and management

Description:

The Executive Board is responsible for monitoring the allocation or distribution of CITY ULE's general infrastructure intended to cover education, research, development activities, administration and support services needs of CITY ULE. The management of this infrastructure is done by the technical or administrative services, as appropriate, in accordance with the relevant legal framework and CITY ULE's internal regulations.

Steps:

1. The CITY ULE Executive Board possesses the infrastructure and services operation data, using either the technical services reports or the SIS or other CITY ULE information systems and corresponding indicators.
2. CITY ULE Executive Board calls annually for academic and service units to submit their annual activity reports and proposals on the coverage and support of their activities by existing infrastructure and services, as well as proposals for withdrawal, reallocation or upgrade.
3. CITY ULE Executive Board prepares the updated assessment of infrastructure and services needs based on:
 - The CITY ULE Senate for educational and research needs,
 - The CITY ULE Professional Services Committee for infrastructure and services needs.
4. CITY ULE Executive Board, taking into account the feedback from Senate and Professional Services as well as CITY ULE's development strategy, prepares a proposal for annual withdrawal, reallocation or upgrade to the Board of Directors.
5. The Board of Directors approves the provision, reallocation, withdrawal, or upgrade of infrastructure and services.
6. The Professional Services Committee and all relevant Board and Committees are informed.

Involved Parties:

- Board of Directors
- Executive Board
- Senate
- Professional Services Committee
- Technical and Administrative services.

Timeline:

The provision, reallocation or upgrade of infrastructure and services is a recurring process, carried out on an annual basis.

Related Documents:

Annual reports for infrastructure and services, CITY ULE development strategy, infrastructure allocation and distribution criteria and operational regulations.

Procedure 2.3: Human resources allocation and management

Description:

The Executive Board is responsible for the allocation and distribution of CITY ULE's human resources intended to cover necessary needs for education, research, development activities, administration and support services needs of CITY ULE, as appropriate, in accordance with the relevant legal framework and CITY ULE's internal regulations.

Steps:

1. The CITY ULE Executive Board possesses the human resources allocation data, using either SIS or other CITY ULE information systems and corresponding indicators.
2. CITY ULE Executive Board calls for academic and service units to submit their annual activity reports for a) coverage and support of their activities by existing human resources, as well as proposals for increase, decrease or reallocation and b) implementation of training actions, participation in mobility and staff evaluation, as well as proposals for improving their performance.
3. CITY ULE Executive Board prepares the updated assessment of human resources activities needs based on:
 - The CITY ULE Senate for educational and research activities activities,
 - The CITY ULE Professional Services Committee for administrative and support services operation activities.
4. CITY ULE Executive Board, taking into account the feedback from Senate, Quality Assurance Committee and Professional Services Committee as well as CITY ULE's strategy, decides to a) increase, decrease or reallocation of staff to academic and administration and support services units b) measures that will support performance improvement and development.
5. The Quality Assurance Committee and Professional Services Committee and all relevant Board and Committees are informed.

Involved Parties:

- Executive Board
- Senate
- Professional Services Committee
- Quality Assurance Committee.

Timeline:

The allocation of human resources to academic, administration and service units, as well as the decision for improving performance and development is a continuous

Related Documents:

- Reports on staff allocation and development actions
- CITY ULE Strategic Plan
- Criteria for staff evaluation.

10. Process 3: Establishment of quality assurance objectives

10.1 Scope:

The CITY ULE specifies its QA strategy through qualitative and quantitative objectives, which are measured and revised within the framework of the IQAS operation. The process aims to establish clear and defined objectives for the continuous enhancement of its programmes, research and innovation activities, as well as the CITY ULE's administrative services and includes:

1. The adoption of consultation procedures for setting objectives
2. The selection of objectives for improving the CITY ULE's internal operations at defined periodic intervals
3. The procedure for selecting KPIs to monitor the degree of quality enhancement and effectiveness of education, research and innovation and administrative support.

Input	Output	Management
<ul style="list-style-type: none"> ● CITY ULE strategy for education provision,, research and innovation, external engagement, infrastructure and services, human resources, culture and organisation, administration ● CITY ULE QA Policy ● Enhancement proposals resulting from IQAS processes ● IQAS review results 	<p>The following objectives and corresponding (KPIs) are indicatively and briefly mentioned:</p> <ul style="list-style-type: none"> ● Annual and long-term enhancement objectives and KPIs for the amount of University funding from external sources ● Annual and long-term enhancement objectives and KPIs for the student/staff (academic and administrative) ratios, as well as ratio of infrastructure resources to student population. ● Annual and long-term enhancement objectives and KPIs for the utilisation rate of available University infrastructure and equipment (teaching and research spaces, Library, IT labs, software etc.) ● Objectives and KPIs for the development and enhancement of specialised knowledge and skills of academic and administrative staff. <ul style="list-style-type: none"> ○ Training of newly appointed staff (assignment of mentor, Academic Practices module, etc) ○ Annual staff Appraisal, Review and Development Scheme ○ Staff development seminars and activities 	<ul style="list-style-type: none"> ● Procedure 3.1: Setting quality objectives for education provision (programmes, learning and teaching process, students progression etc.) ● Procedure 3.2: Setting quality objectives for research activity and innovation (research performance, funding, research management institutions and systems, innovation development etc.) ● Procedure 3.3: Setting quality objectives for services, infrastructure and administration systems (development, operation, restructuring, etc.) ● Procedure 3.4: Setting objectives for staff development (appraisal, training and staff support, etc.)

	<ul style="list-style-type: none"> ○ Study Leave ○ Achievement and Excellence awards ○ etc. ● Objectives and KPIs for improving the quality of Education Provision such as: <ul style="list-style-type: none"> ○ Progression data ○ Degree Classification data ○ Student Feedback: Overall Module and Lecturer Evaluations, NSS, Staff Forum outcomes ○ External Examiner reports ○ PSRB Accreditation reports ○ AQT and Departmental LT plans and actions for next year ● Objectives and KPIs of the University's research performance, through improvement of appropriate quality indicators, such as: <ul style="list-style-type: none"> ○ Publications per academic staff member ○ Citations per academic staff member ○ Research funding ○ Number of project proposal submitted ○ Number of project proposals granted 	
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KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> ● Average percentage of objectives fulfilled annually ● Average percentage of objectives fulfilled on a defined medium-term basis ● Average percentage of objectives fulfilled on a long-term basis (e.g. by the end of the strategic plan). ● Measurement of objective deviation trends 	<ul style="list-style-type: none"> ● Through scheduled internal evaluations conducted by the Quality Assurance Committee (ARM, Periodic Reviews, Research Annual reflections, etc.) ● Through analysis of process effectiveness indicators ● Through presentations of objective achievement indicators to CITY ULE Boards and Committees. ● Through presentation of process results and data analysis during IQAS review 	<ul style="list-style-type: none"> ● Comparison of quality objectives and KPIs to national and international standards (benchmarking) ● Revision of the relevant process in the University Quality Manual ● Improvement of process procedures through internal evaluations of IQAS

10.2 Procedures:

Procedure 3.1: Setting quality objectives for educational work (Study Programs, learning process, learning outcomes, etc.)

Description:

The Quality Assurance Committee, in cooperation with the AQT, the Education Committee and the Academic Departments , develops the annual CITY ULE education/Learning and Teaching quality objectives plan. The objective setting is accompanied by corresponding action planning that must be implemented to achieve the objectives, which is documented by corresponding monitoring indicators.

Steps:

1. The Quality Assurance Committee , the AQT, the Education Committee and the academic Departments receive annual reports of academic data (progression and degree classification reports, students feedback, etc) from the SIS or other University Information Systems.
2. The Education Committee develops a general plan/directions of quality objectives for learning and teaching/education provision together with relevant actions and strategic priorities, taking into account the CITY ULE Strategy, the ARM Departmental reports and the reports of academic data. The general plan/directions is sent to Departments.
3. Academic Departments considering the general plan, the academic data reports as well as reports produced from external evaluation (external examiners reports, PRSB accreditation reports, etc) and the previous year departmental learning and teaching quality objectives plan, produce an Internal Annual Reflection and Monitoring (ARM) report for the previous academic year and for all the programmes of study delivered by the Department and a specific plan for next year. Departments submit the ARM report to the Education Committee.
4. The Education Committee integrates Departmental ARM reports and develops the final plan for the CITY ULE. The integrated report is submitted to the Quality Assurance committee for approval.
5. The Quality Assurance Committee and AQT finalise the annual CITY ULE plan of learning and teaching quality objectives and the corresponding actions for achieving the objectives and submits them to the Senate.
6. The Senate approves the plan.

Involved Parties:

- Quality Assurance Committee
- AQT
- Education Committee
- Academic Departments
- Senate

Timeline:

The setting of the education quality objectives takes place at the beginning of each year and is a recurring process.

Related Documents:

Decisions on setting objectives and KPIs for improving the quality of learning and teaching and the programmes of study..

Procedure 3.2: Setting quality objectives for research activity and innovation (research performance, funding, research management institutions and systems, innovation development, etc.)

Description:

The Quality Assurance Committee , in cooperation with the Research and Innovation Committee, the AQT, the CITY ULE's Research Centers and the Academic Departments , develops the CITY ULE's annual research quality objectives. The objective setting is accompanied by the relevant action plan report that must be implemented to achieve the objectives, which is documented by corresponding KPIs.

Steps:

1. The Quality Assurance Committee , the AQT, the Research and Innovation Committee, the Academic Departments and Research Centers receive annual reports of research data (publications and citations of academic staff, funding data, etc.) from the University Information Systems.
2. The Research and Innovation Committee develops a general plan/directions of quality objectives for research together with relevant actions and strategic priorities, taking into account the CITY ULE Strategy, the Departmental reports and the reports of research data. The general plan/directions is sent to Departments and Research Centers.
3. Academic Departments and Research Centers considering the general plan, the research data as well as reports produced from any external evaluation and the previous year departmental research quality objectives plan, produce an Internal Annual Research Reflection (ARR) report for the previous academic year and for all the research activities by the Department and a specific research plan for next year. Departments and Research Centers submit the ARR report to the Research and Innovation Committee.
4. The Research and Innovation Committee integrates Departmental ARR reports and develops the final research plan for the CITY ULE. The integrated report is submitted to the Quality Assurance committee for approval.
5. The Quality Assurance Committee finalises the annual CITY ULE plan of research and innovation quality objectives and the corresponding actions for achieving the objectives and submits them to the Senate.
6. The Senate approves the plan.

Involved Parties:

- Quality Assurance Committee
- Research and Innovation Committee

- Academic Departments
- Research Centers
- Senate.

Timeline:

The setting of the research quality objectives takes place at the beginning of each year and is a recurring process.

Related Documents:

Decisions on setting objectives and KPIs for improving the quality of research work.

Procedure 3.3: Setting quality objectives for services, infrastructure and administration systems (development, operation, restructuring, etc.)

Description:

The Quality Assurance Committee, in cooperation with the Professional Services Committee and the administrative units, develops the annual CITY ULE quality objectives plan for administrative work, infrastructure, and support services. The objective setting is accompanied by the relevant action plan report that must be implemented in order to achieve the objectives, which is documented by corresponding KPIs.

Steps:

1. The Quality Assurance Committee and the Professional Services Committee receive annual reports of services, infrastructure and administration systems data from the University Information Systems.
2. The Professional Services Committee develops a general plan/directions of quality objectives for services, infrastructure and administration systems together with relevant actions and strategic priorities, taking into account the CITY ULE Strategy and the reports of services and administration data. The general plan/directions is sent to the Academic Departments, Research Centers and administration units.
3. Academic Departments, Research Centers and administration units considering the general plan, the services, infrastructure and administration systems data as well as reports produced from any external evaluation and the previous year departmental staff development quality objectives plan, provide feedback for the previous academic year and for all staff development activities and a plan for the next year, as these are presented within the ARR and ARM internal reports and are submitted to the Professional Services Committee.
4. The Professional Services Committee integrates feedback received by Departments, Research Centers and administration units and develops the final staff development plan for the CITY ULE. The integrated report is submitted to the Quality Assurance committee for approval.
5. The Quality Assurance Committee finalises the annual CITY ULE plan of services, infrastructure and administration systems quality objectives and the corresponding actions for achieving the objectives and submits them to the Executive Board.

6. The Executive Board approves the plan.

Involved Parties:

- Quality Assurance Committee
- Professional Services Committee
- Academic Departments
- Research Centers
- Administration Units
- Executive Board

Timeline:

The setting of quality objectives takes place at the beginning of each year and is a recurring process.

Related Documents:

Decisions on setting objectives and KPIs for improving the quality of infrastructure, services and administrative work.

Procedure 3.4: Setting objectives for staff development (appraisal, training and staff support, etc.)

Description:

The Quality Assurance Committee, in cooperation with the AQT, the Education Committee, the Research and Innovation Committee, the Professional Services Committee, the Academic Departments and the administrative units, develops the CITY ULE's annual quality objectives for staff development, namely the recruitment, appraisal, development and training of staff. The objective setting is accompanied by the corresponding action plan that must be implemented to achieve the objectives, which is documented by corresponding monitoring indicators.

Steps:

1. The Quality Assurance Committee, the AQT, the Education Committee, the Research and Innovation Committee, the Professional Services Committee, the Academic Departments and the administrative units, receive annual reports of staff development data (appraisal, training and staff support, etc.) from the University Information Systems.
2. The Education Committee, the Research and Innovation Committee and the Professional Services Committee develop and agree on a general plan/directions of quality objectives for staff development together with relevant actions and strategic priorities, taking into account the CITY ULE Strategy, the report of staff development data and the Departmental and administrative units reports. The general plan/directions is sent to Departments, Research Centers and administrative units.
3. Academic Departments, Research Centers and administration units considering the general plan, the staff development data as well as reports produced from any external evaluation and the previous year departmental staff development quality objectives plan, provide feedback for the previous academic year and for all staff development activities and a plan for the next year, as these are presented within the ARR and ARM internal reports and are submitted to the Professional Services Committee.

4. The Professional Services Committee integrates feedback received by Departments, Research Centers and administration units and develops the final staff development plan for the CITY ULE. The integrated report is submitted to the Quality Assurance committee for approval.
5. The Quality Assurance Committee finalises the annual CITY ULE plan of staff development objectives and the corresponding actions for achieving the objectives and submits them to the Senate and Executive Board.
6. The Senate approves the plan for academic and research staff while the Executive Board approves the plan for the administration staff.

Involved Parties:

- Quality Assurance Committee
- AQT
- Education Committee
- Research and Innovation Committee
- Professional Services Committee
- Research Centers
- Academic Departments
- Administrative units
- Senate.
- Executive Board

Timeline:

The setting of quality objectives takes place at the beginning of each year and is a recurring process.

Related Documents:

- Decisions on setting objectives and KPIs for improving the quality of human resources.

11. Process 4: Internal Evaluation

11.1 Scope:

Internal evaluation includes review and evaluation by the CITY ULE IQAS, Strategic Plan and QA policy, through the Quality Assurance Committee, University of York Subject Contacts, Joint Committees, Validation Panels, Periodic Review and AQT. The purpose of this process is to evaluate and monitor the implementation of the CITY ULE IQAS. More specifically, it checks whether and to what extent the academic and administrative units follow and implement the requirements of the standards, identifies issues or gaps and makes the necessary amendments in order to achieve the set objectives, with the expected result of quality enhancement. The purpose of the internal evaluation is to assess the suitability of the existing IQAS as well as to make decisions about any necessary corrective, preventive, or improvement amendments.

The results of the internal evaluation are reported in internal documents prepared by the Quality Assurance Committee and the AQT, where any potential deviations from the standard are noted and communicated appropriately to the relevant Boards and Committees. The CITY ULE's decisions for amendments, compliance, or improvement of IQAS operation include actions related to:

- The improvement of IQAS and its processes
- The improvement of services provided to students
- The improvement of terms and procedures for teaching and research work
- The improvement of the work environment for administrative staff
- The revision of resource allocation
- The establishment of new quality objectives

and others.

Input	Output	Management
<ul style="list-style-type: none"> ● University Quality Policy ● Reports on the results of evaluation and monitoring of IQAS processes ● Annual quality data from SIS ● Annual Internal reflection and monitoring Reports of academic Departments for: <ul style="list-style-type: none"> ○ Student performance (progression and degree classification data) ○ Results of student evaluation questionnaires on modules, programmes and teaching staff ○ Student feedback ○ Alumni data 	<ul style="list-style-type: none"> ● Internal evaluation findings per process ● Internal evaluation minutes per process ● Quality Assurance Committee review minutes for IQAS and QA Policy ● Quality Assurance Committee reports to Senate and Executive Board ● Status of corrective and preventive actions for implementation ● Proposals for improvement on CITY ULE Strategic Plan and QA Policy ● Revised CITY ULE Strategic Plan and QA Policy 	<ul style="list-style-type: none"> ● Procedure 4.1: Conducting internal evaluation ● Procedure 4.2: Review of IQAS

<ul style="list-style-type: none"> ○ Infrastructure/learning environment operation ○ Evaluation of learning outcomes ○ Etc... ● Annual reflection reports on the CITY ULE's research activity ● ADIP templates for IQAS and programmes of study certification proposals ● Certification proposals for the CITY ULE's programmes of study 		
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KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> ● Number of corrective actions resulting from internal evaluations ● Number of preventive actions resulting from internal evaluations ● Number of improvement proposals 	<ul style="list-style-type: none"> ● Through scheduled internal evaluations conducted by the Quality Assurance Committee ● Through analysis of process effectiveness indicators ● Through presentations of internal evaluation results to the Quality Assurance Committee, Senate and Executive Board 	<ul style="list-style-type: none"> ● Actions to improve the effectiveness of IQAS processes ● Actions to implement corrective and preventive measures ● Feedback on Strategic Plan and possible improvements ● Feedback on QA policy and possible improvements ● Feedback on programmes of study quality, with possible recommendations for improvement ● Feedback on service units quality, with possible recommendations for improvement

11.2 Procedures:

Procedure 4.1: Internal evaluation

Description:

The internal evaluation procedure aims to evaluate and monitor IQAS processes and procedures, such as CITY ULE's QA policy, allocation and management of necessary resources, setting quality assurance objectives, quality data collection (measurement, analysis and improvement), information disclosure, external evaluation, as well as elements/data of teaching, research and administrative work and annual reports (SIS and annual report) for programmes of study, educational, research and administrative work of the University.

Steps:

1. The Quality Assurance Committee agrees on the subjects (e.g. programme of study, services, administration etc.) and date of internal evaluation.
2. The Quality Assurance Committee notifies the involved parties.
3. The Quality Assurance Committee members are assigned with tasks for each subject under evaluation.
4. Preparation of evaluation timeline, schedule and questionnaire for each subject under evaluation, based on the standard, where evaluation findings are recorded.

An indicative content of questionnaire for internal evaluation of undergraduate programmes is as follows:

- The contemporary nature of the subject of the programme
- The changing needs of the labour market and society
- The progress and completion of studies
- The effectiveness of student assessment procedures
- The data from student satisfaction (e.g. evaluation questionnaires, UK National Student Surveys, Students Staff Forums etc)
- The quality data of academic staff (teaching and learning and research work)
- The learning environment and support services

etc.

5. Conducting the evaluation (during the evaluation, findings must be documented and timeline must be maintained)
6. After evaluation completion, the Quality Assurance Committee meets to assess findings and document non-conformities or observations.
7. Preparation of internal evaluation report by the Quality Assurance Committee, including recorded non-conformities and possible improvement proposals.
8. Communication of the Quality Assurance Committee with interested parties (academic, support and service units), with whose cooperation appropriate corrective or preventive actions are immediately planned.
9. Inspection by the Quality Assurance Committee of corresponding activities within the established timeline and evaluation of the adequacy or effectiveness of implemented corrective actions.

Involved Parties:

- Chair and Members of the Quality Assurance Committee
- Deans of Schools
- Heads of Academic Departments
- Heads of Administrative and Support Services
- Quality Assurance Committee collaborators and employees

Timeline:

The internal evaluation is performed annually by the Quality Assurance Committee. Unscheduled evaluations can be done at any time if deemed necessary by the Quality Assurance Committee or the AQT.

Related Documents:

- Quality Assurance Committee Quality Procedures
- Results of Internal Quality Assurance System processes of CITY ULE
- Internal Annual Reflection and Monitoring reports of academic Departments
- Internal annual Research reflection reports of academic Departments
- Documentation archive of process 4 (programme, questionnaire, minutes of meetings, report and list of corrective and/or preventive actions)
- Data on University research activity
- Student performance
- Results of student evaluation questionnaires
- Degree classification data

Procedure 4.2: Review of IQAS

The IQAS Review is conducted once a year by the Quality Assurance Committee, its Chair, the Vice-President & Principal, and Vice-Provosts of CITY ULE.

Steps:

1. The Quality Assurance Committee meets, with main topics for discussion:

- The results of internal evaluation
- The performance of system processes
- The results of preventive and/or corrective actions
- The evaluation of the completion degree of actions decided by the Senate and executive Board in previous reviews
- The formulation of possible changes that could affect IQAS effectiveness
- The formulation of proposals for improving IQAS processes and procedures
- The degree of achievement of CITY ULE quality objectives

2. Quality Assurance Committee recording its decisions

3. The Quality Assurance Committee briefs the Senate and Executive Board about the progress of quality assurance issues, quality objectives, their degree of achievement, and recommends improvement actions to be implemented.

4. Following the Quality Assurance Committee recommendations on CITY ULE's Strategic Plan and QA policy, the Senate and the Executive Board decide on revising the existing Strategic Plan and QA policy.

Involved Parties:

- Senate
- Executive Board

- Vice-President & Principal
- Vice-Provosts
- Chair and members of the Quality Assurance Committee

Timeline:

The IQAS is reviewed annually by the CITY ULE Senate and Executive Board. Unscheduled reviews of the IQAS can be done at any time if deemed necessary by the Quality Assurance Committee.

Related Documents:

- The Quality Assurance Committee Review Minutes for IQAS (this document lists participants, main topics discussed, possible decisions - actions, responsible staff for execution and monitoring of necessary actions, and completion date of necessary actions)
- The Quality Assurance Committee reports to Executive Board and Senate
- Status of corrective and preventive actions implemented
- Proposals for improvement
- The Quality Assurance Committee Quality Manual
- Results of IQAS processes
- CITY ULE's Strategic Plan and QA Policy

12. Process 5: Quality data collection: measurement, analysis and improvement

12.1 Scope:

The Quality Assurance Committee is responsible for the quality data of educational, research, and other academic activities. The Professional Services is responsible for the administrative and operations data. This process aims to collect, analyse and use quality data in the internal evaluation of IQAS processes and the decision-making process for every level of CITY ULE operation, towards the improvement of IQAS.

Input	Output	Management
<ul style="list-style-type: none"> ● Quality assurance objectives ● CITY ULE SIS and information systems data ● CITY ULE Infrastructure data ● Staff data ● Financial Office data ● Research activity data etc.. 	<ul style="list-style-type: none"> ● Indicators for effectiveness for all IQAS processes ● Indicators for evaluating CITY ULE's strategy ● Key Performance Indicators (KPIs) ● Data and indicators for Integrated National Information System for Quality of HAHE (if required) ● Reports for decision-making ● Data and indicators for QA monitoring by the University of York ● Data and indicators for External reviews 	<ul style="list-style-type: none"> ● Procedure 5.1: Data collection from CITY ULE information systems ● Procedure 5.2: Measurement, data analysis, indicator production and their correlation with Quality Assurance objectives

KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> ● Number of sources for data collection ● Number and categories of indicators per quality objective ● Number of reports for decision-making 	<ul style="list-style-type: none"> ● Through analysis of indicators for the process effectiveness ● Through presentations of results for the measurement and analysis of data ● Through internal review and evaluation of IQAS 	<ul style="list-style-type: none"> ● Feedback from the process for setting quality assurance objectives ● Improvement of data analysis techniques ● Planning for further development of the University's information infrastructure

12.2 Procedures:

Procedure 5.1: Data collection from CITY ULE information systems

Description:

Boards and Committees collect quality data of CITY ULE activities either through its SIS or other information systems and databases. The data is drawn from all information systems or databases of the CITY ULE's services and academic units, such as the student registry, the library's institutional repository, the staff database, etc.

Steps:

1. The Quality Assurance Committee and Professional Services Committee inform the CITY ULE's academic and service units about the collection method, importance, interpretation, and usefulness of quality data and sets internal deadlines for their collection.
2. The Quality Assurance Committee and Professional Services Committee gather relevant questions or problems and respond with clarifications or resolutions.
3. Collaborates and communicates with the inquiring body (e.g. any organisation for certification, accreditation etc such as ADIP, UK accrediting bodies, University of York, PSRBs etc.) for providing additional clarifications or instructions and proceeds with timely submission of annual data reports.
4. The Quality Assurance Committee and Professional Services Committee issue annual reports for IQAS internal evaluation and their submission to the inquiring body, in the context of submitting proposals for IQAS and certification, accreditation of programmes of study or the annual report to the inquiring body (e.g. ADIP, UK accrediting bodies, University of York, PSRBs etc.).

Involved Parties:

- The Quality Assurance Committee
- Professional Services Committee
- Academic, administrative and service units
- Inquiring body .

Timeline:

Quality data collection takes place when the inquiring body require and is a recurring process.

Related Documents:

- Manuals for data quality from inquiring body
- Internal instructions to academic and service units.

Procedure 5.2: Measurement, data analysis, indicator production and their correlation with quality assurance objectives

Description:

The Quality Assurance Committee and Professional Services Committee issue annual quality indicators, utilising, at their discretion, all data from its information system, or other sources.

The annual quality indicators are:

- Quality indicators for the University's academic and administrative activities, academic units, and programmes of study, as determined by the inquiring body.
- Quality indicators for effectiveness of the IQAS
- KPIs for CITY ULE academic and administrative operation, linked to quality objectives

Steps:

1. The Quality Assurance Committee and Professional Services Committee issue reports with quality indicators for the CITY ULE's academic and administrative activities, academic units (departments), and programmes of study, utilising the data required by the inquiring body.
2. The Quality Assurance Committee and Professional Services Committee issue reports with quality indicators for the effectiveness of the IQAS process, utilising the data required by the inquiring body or other information systems and sources.
3. The Quality Assurance Committee and Professional Services Committee issue annual reports with performance indicators for CITY ULE academic and administrative operation, which are linked to quality objectives.
4. The Quality Assurance Committee uses the above reports in internal evaluation and review of IQAS.
5. The Quality Assurance Committee prepares relevant reports and presentations for improving CITY ULE quality, publicising IQAS results, supporting decision-making for QA strategy and policy, submitting progress reports to inquiring body, submitting proposals for audits. certification, accreditation of IQAS and programmes of study, etc.

Involved Parties:

- Quality Assurance Committee,
- Professional Services Committee
- Academic, administrative and services units
- Inquiring body

Timeline:

The issuance of indicators takes place at the beginning of each year and is a recurring process.

Related Documents:

- Manual of inquiring body quality data
- Annual quality objectives and performance indicators
- process effectiveness indicators.

13. Process 6:Information disclosure

13.1 Scope:

Higher Education Institutions must publicise their educational and academic activities, as well as their QA policy and the results of internal and external evaluations. This process aims to make any relevant information immediate, accessible, current, and formulated with objectivity and clarity.

Input	Output	Management
<ul style="list-style-type: none"> ● Material for publication: <ul style="list-style-type: none"> ○ Structure, organisation, and operation elements of IQAS ○ Internal and external evaluation reports of academic units and the Institution as a whole ○ Press releases ○ University Governance Boards and Committees decisions ○ National legislation ○ Data on Educational activities ○ Data on Research activities ○ University Statutes, Ordinance, Regulations, Policies and Procedures. 	<ul style="list-style-type: none"> ● University website <ul style="list-style-type: none"> ● Programmes of study ● Applications and admissions ● Governance ● AQ ● Education ● Research ● Individual Academic units ● Press releases ● Other electronic and printed information material 	<ul style="list-style-type: none"> ● Procedure 6.1: Creation, maintenance, update, and evaluation of websites, web applications, and other information means

KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> ● Number of visits to University websites ● Ranking of University website by search engines ● Number of third-party references to the website ● Number of support staff 	<ul style="list-style-type: none"> ● Through analysis of process effectiveness indicators ● Through internal review and evaluation of IQAS 	<ul style="list-style-type: none"> ● Comparative study of other institutions' websites ● Proposals for utilising applications in website operation ● User proposals for website improvement

<ul style="list-style-type: none"> • Number of languages for information disclosure 		
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13.2 Procedures:

Procedure 6.1: Creation, maintenance, update, and evaluation of websites, web applications, and other information means

Description:

The procedure determines the method of creation, maintenance, update, and evaluation of websites, web applications, and other University information means, to achieve the requirement of immediate, accessible, current, and objectively and clearly formulated information for all interested parties.

Steps:

1. Education Committee, Research and Innovation Committee, Schools, Departments, Quality Assurance Committee, Professional Services proposes a list of material for publication which includes material to be published by the University's academic and service units.
2. Professional Services (including Corporate and Academic Services units, IT support) collaborates with the Chief Operations Officer (COO) for compiling the list of material for publication.
3. The Chief Operations Officer (COO) informs the academic, administration and service units about taking responsibility for the creation, maintenance, and update of their respective websites, with the corresponding material for publication.
5. The Quality Assurance Committee and AQT, within the framework of internal evaluation process, evaluates the adequacy, clarity, objectivity, and accessibility of information provided by University websites.

Involved Parties:

- Chief Operations Officer (COO)
- Quality Assurance Committee
- AQT
- University website administrators
- Academic, administrative and service units
- Professional Services
- Corporate Services (Communication and Digital Engagement).

Timeline:

Information disclosure is a continuous process, carried out on a daily basis. The evaluation of the process is carried out by the Quality Assurance Committee and AQT, through internal evaluation, once or more times per year.

Related Documents:

- University and academic, administrative and services units' websites
- Communication and Digital Engagement Office releases
- Governance Bodies decisions,
- University Statutes, Ordinance, Regulations, Policies and Procedures

14. Process 7: External Evaluation

14.1 Scope:

External Evaluation of CITY ULE includes:

- Evaluation by the Greek National authorities (HAHE, ADIP)
- PSRB Accreditations for programmes of study
- Institutional Audits by other UK Accrediting bodies
- External evaluation by External Examiners appointed by the University of York,
- External Reviewers assessing the new programme proposals,

etc.

The process focuses on improving the quality and effectiveness of IQAS and programmes of study.

The process aims to:

1. Implement a number of actions for continuous enhancement of the quality of services provided by the CITY ULE.
2. Ensure compliance with National and International Quality Standard specifications, as well as the matching of graduates' performance, knowledge, skills and abilities with expected professional qualifications set by society's and labour markets.

External evaluation is a periodically recurring process.

The CITY ULE, its Schools and Departments ensure the adoption of necessary enhancement measures and implementation of IQAS as well as feedback and recommendations for their programmes of study.

Input	Output	Management
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<ul style="list-style-type: none"> • Latest Annual Reflection and Monitoring (ARM) Departmental reports • Periodic Review reports • Latest PSRB Accreditation reports • Latest UK Accreditation bodies reports • Latest External Examiner reports • Latest Research internal reflection reports • Reports of External Assessors for Validation of new programmes • Latest Reports from HAHE audits • Latest external evaluation or certification report of the Internal Quality Assurance System (IQAS) • Internal evaluation reports or IQAS certification proposal • Relevant National standards and guidelines for implementing external evaluation or certification. 	<ul style="list-style-type: none"> • PSRB Accreditations • Periodic Review Reports • External evaluation or certification report of IQAS • Reports for validation of new programmes • Reports for actions on the External Examiners comments • Reports for actions after ARM • Reports from other audits • Evaluation of the National evaluation or certification process of programmes of study. • Evaluation of the National evaluation or certification process of IQAS 	<ul style="list-style-type: none"> • Procedure 7.1: External Evaluation, Accreditation and Certification of IQAS, the institution or its programmes of study • Procedure 7.2: External Examining for programmes of study • Procedure 7.3: External Assessing for new/proposed programmes of study
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KPIs	Monitoring	Enhancement
<ul style="list-style-type: none"> • Number of successful PSRB accreditations • Percentage on successful/submitted PSRB accreditations • Number of recommendations raised by the External evaluations report • Percentage of recommendations/commendations by External evaluations report Reports • Number of actions taken about the recommendations of External evaluations report • Number of possible revisions to the IQAS of the programmes of study by the academic units 	<ul style="list-style-type: none"> • Through scheduled internal evaluations conducted by the Quality Assurance Committee and the AQT. • Through analysis of process effectiveness indicators. • Through presentations of evaluation or accreditation results to University Board and Committees. • Through presentation of process results and data analysis during IQAS review. 	<ul style="list-style-type: none"> • Re-evaluation of University strategy • Preparation of action plan for improving CITY ULE operation areas • Preparation of action plan for improving programmes of study quality and/or IQAS effectiveness

<ul style="list-style-type: none"> ● Number of recommendations from the External Evaluation or IQAS Certification Committee ● Number of recommendations from the External Evaluation or Study Program Certification Committee ● Number of possible revisions to the quality policy of the study program by the academic units ● Number of actions defined by the University for implementing recommendations and improving IQAS in the relevant action plan 		
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14.2 Procedures:

Procedure 7.1: External Evaluation, Accreditation and Certification of IQAS, the institution or its programmes of study

Description:

Evaluation, Accreditation and Certification is an external process, based on specific, predetermined, internationally accepted and pre-published quantitative and qualitative criteria and indicators, harmonised with:

- The standards and practices of external review of the University of York
- The Standards and Guidelines for Quality Assurance in the UK
- The Standards and Guidelines for Quality Assurance of the PSRB
- The Standards and Guidelines for Quality Assurance in the European Higher Education Area (European Standards Guidelines).

It aims at continuous enhancement of the quality of services provided by the CITY ULE.

Within this procedure, the Quality Assurance Committee and AQT organise, prepare, and support the CITY ULE and its Departments for/during external evaluation, accreditation, certification, while also helping to introduce improvements according to external reviewers' observations, commendations, recommendations and comments. A Lead Person is appointed to monitor the whole process.

Steps:

1. After the announcement of a forthcoming external evaluation, the Quality Assurance Committee and AQT organise and prepare the University and Departments for submitting external evaluation, accreditation, certification documentation.

2. A Lead Person, normally a member of the Quality Assurance Committee, is appointed by the Quality Assurance Committee who is responsible to carry out the external Evaluation, Accreditation and Certification on behalf of CITY ULE.

2. The Lead Person and AQT participate in relevant briefing meetings concerning the forthcoming audits.

3. The Lead Person, the Quality Assurance Committee and AQT organise (in the context of the specific evaluation, accreditation, certification) meetings to inform academic and service units for work planning and allocation.
4. The Lead person of the audit together with the Quality Assurance Committee and AQT, requests and collects reports and materials within specific timelines.
5. Documentation is checked for completeness and validity.
6. The Lead Person submits the documentation to the relevant External Body and communicates with them about clarifications or additions.
7. The Lead Person discusses with the External Bodies in order to finalise the on-site visit (audit) agenda of the External Evaluation, Accreditation or Certification and communicates the agenda with the involved academic and administrative units of CITY ULE.
8. The Lead Person with support by Quality Assurance Committee or AQT monitors the external evaluation, accreditation, certification process during the on-site visit by the External Panel/Committee.
9. After the on-site visit, the observations, commendations, recommendations, comments of the draft External panel report are distributed to the involved academic and administrative units of CITY ULE for commenting and responses (if applicable).
10. The final report from the External Body is received with the decision to grant or not grant accreditation or certification and sent to the involved academic and administrative units of CITY ULE.
11. (If applicable) An appeals process against a no grant decision is followed.
12. The Quality Assurance Committee reports to the Senate and Executive Board regarding the final decision to grant or not grant accreditation or certification.
13. The accreditation or certification is publicised.

Involved Parties:

- Senate
- Executive Board
- Quality Assurance Committee
- AQT
- ADIP
- Lead Person
- External Bodies Panel/Committee
- School
- Department Head

- Students
- Graduates
- Academic and administrative staff
- Social partners.

Timeline:

Determined by the activation of the process by any External Body.

Related Documents:

- Call for applying IQAS, Institution or Programmes of Study certification or accreditation.
- University's or Department's certification or accreditation documentation for IQAS or Programme of Study , based on ADIP's template/standard
- On-site visit agenda of External Panel/Committee
- Draft External Panel/Committee Report for IQAS, Institution or Programmes of Study
- Document of observations, commendations, recommendations, comments on the submitted draft External Panel/Committee Report of IQAS, Institution or Programmes of Study
- Final External Panel/Committee Report of IQAS, Institution or Programmes of Study
- External Body's decision to grant certification or accreditation of IQAS, Institution or Programmes of Study

Procedure 7.2: External Examining for programmes of study

Description:

External Examining is an external process, based on specific, predetermined standards, accepted and pre-published quantitative and qualitative criteria and indicators, harmonised with the Standards and Guidelines for Quality Assurance in the UK. It aims at continuous enhancement of the quality of programmes of study provided by the CITY ULE.

Within this procedure, each Academic Department organises, prepares and supports its external examiners' evaluation while it is also helping to introduce improvements according to external reviewers' observations, commendations, recommendations and comments. The AQT, Head and Deputy Head of the Department and the Academic Directors are the Lead Persons that monitor the whole process.

Steps:

1. For every programme of study an External Examiner is appointed by the University of York according to its publicised practices and procedures.
2. The Lead Persons and AQT organise meetings to inform the External Examiner about their tasks and obligations as well as work and visit planning.
3. The Lead Persons of the Examination (Progression and Award) Board of each programme requests and collects documentation and student work and other reports within specific timelines, and before the on-site visit.

4. The Lead Person discusses with the External Examiners in order to finalise the on-site visit (audit) agenda and communicates the agenda with their Department.
5. The External Examiner scrutinises the curriculum, teaching, learning and assessment, student work and achievements before and after the Examination (Progression and Award) Board of each programme.
6. The External Examiner submits a report based on a predefined template to the University of York.
7. Observations, commendations, recommendations and comments about the programme of study is sent by the AQT to the relevant Department.
8. The Lead Persons respond to the recommendations by listing all actions taken. Responses are sent to the External Examiners, the Education Committee, the Quality Assurance Committee and AQT.
9. The Quality Assurance Committee reports to the Senate and Executive Board regarding the overall External Examining process and overall comments.
10. The External Examiners reports feed the discussions in the Departmental Academic Boards and Student-Staff Fora.

Involved Parties:

- Senate
- Executive Board
- Education Committee
- Quality Assurance Committee
- AQT
- Lead Persons
- External Examiners
- Academic Boards
- Student-Staff Forum.

Timeline:

Twice a year on the occasion of Examination (Progression and Award) Boards.

Related Documents:

1. External Examiners Reports.
2. Overall table of commendation, recommendations and actions
3. Programme Specification, Module Specifications, Assessment Handouts, Student Work, Reports on Grades, Progression and Awards.

Procedure 7.3: External Assessing for new/proposed programmes of study

Description:

All newly proposed programmes are assessed by an External Assessor, based on specific, predetermined standards, accepted and pre-published quantitative and qualitative criteria and indicators, harmonised with the Standards and Guidelines for Quality Assurance in the UK. It aims to guarantee the standards and quality of new programmes of study proposed by the CITY ULE.

Within this procedure, each Academic Department organises, prepares and supports its external assessor's evaluation while it is also helping to introduce improvements to the proposal according to external reviewers' observations, commendations, recommendations and comments. The AQT, the Head and the Academic Director are the Lead Persons that monitor the whole process.

Steps:

1. For every proposed programme of study an External Assessor is appointed by the CITY ULE Department according to its publicised practices and procedures.
2. The Lead Persons organise meetings to inform the External Assessor about their tasks and obligations.
3. The Lead Persons of the proposed programme requests and collects documentation from academic staff potentially involved in the proposed programme of study.
4. The Lead Persons send the Programme and Module Specifications to the External Assessor.
5. The External Assessor scrutinises the curriculum, learning outcomes, teaching, learning and assessment methods, content, specific regulations, etc. of the proposed programme of study and its modules.
6. The External Assessor submits a report based on a predefined template to the University of York.
7. Observations, commendations, recommendations and comments about the proposed programme of study is sent by the AQT to the relevant Department.
8. The Lead Persons respond to the recommendations by listing all actions taken and revising the documentation of the proposed programme.
9. Responses are sent to the Validation Panel, formed by independent experts at the University of York, which approves/disapproves the new programme.
10. The new programme is listed in the Educational Agreement and published in the website.

Involved Parties:

- Departments
- Lead Persons
- AQT

- External Assessors.

Timeline:

Determined by the activation of the process by any Department which proposes a new programme.

Related Documents:

- External Assessor Report.
- Commendation, recommendations and actions taken to improved the proposal
- Programme Specification and Module Specifications