

**EUA**  
**Institutional Review Program**

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# History

- Program initiated in 1993 as a service to member universities.
- Motivation was to help institutions adapt to rapidly changing conditions :
- Management of change, quality culture, massification, internationalisation, new technologies, accountability, privatisation (in part), services to Society etc...etc...

# Specificity

- Voluntary ; Choice of emphasis
- Supportive
- Peer evaluation
- International
- Independant
- Non-profit
- Experience sharing
- No accreditation, no ranking
- Judgment based on university's own mission

# Methodology

- Application by university
- Appointment of review team (EAU)
- 3 acting or former rectors + 1 secretary
- Self-evaluation report
- Introductory site visit
- Evaluation site visit ; oral report
- Full written report
- Optional follow-up visit

# Self-evaluation report (1)

- Fundamental step in process
- Self-evaluation steering group
- University-wide enquiry
- Data gathering
- ~30 pages + annexes

# Self-evaluation report (2)

- Functioning of university
- National context
- Decision-making processes
- Quality control mechanisms
- Strengths, Weaknesses, Opportunities, Threats
- Analytical and...critical

# Self-evaluation report (3)

- Report should answer questions:
- What is university trying to achieve? How? Does it work? How can it change to improve?
- Leads to analysis of its procedures and practices
- Critical examination of its local, national, and international positioning
- Strategic planning

# **First Site–Visit (2 days)**

## **Exploratory**

- Internal meeting of Review team
- Discussion of self-assessment report
- Devolution of tasks
- First contact with Rector
- Meet different stake-holders
- Match report with observations
- Pick up major problems in University
- Eventually ask for complementary information
- Plan agenda of 2nd visit
- Secretary writes up confidential memo for team

# **Second Site-Visit (3 days)**

## **Evaluative**

- « Thorough » visit of university: individual meetings with:
- Rectorate, Self-assessment group, Central staff (international office, financial services, research office, etc...), Members of central committees, Deans, Presidents of departments, Professors, Students, External stake-holders; Visits to some faculties and/or research centres.
- Visit ends by an oral report by review team

# The Oral Report

## (~45 min.)

- First presented briefly to Rector
- Presentation before larger audience
- Appreciation of self-assessment report
- Resumé of all findings
- Solutions to major problems
- Usually followed by discussion

# The Written Report

## (~25 pages)

- Secretary writes up report on the basis of oral report
- After clearance by review team members, it is sent to university
- University checks for any *factual* errors
- Final version sent to EUA and university
- University is urged to make report public

# Follow-up Visit (optional)

- After laps of time (2 to 3 years) university may want to check progress made
- University writes a short report on changes (improvements) it has carried out
- EUA appoints small review team (1 acting/former rector + 1 secretary)
- Two-day visit + report

# Conclusions

- External evaluation of program shows approach to be very useful to universities
- Emphasis on self-evaluation gives impetus to dynamics of change and development
- Strengthens long-term strategic management
- Develops a culture of sharing good management practice among European universities