



INTERNATIONAL  
ACADEMY for  
QUALITY

**World Quality Forum**  
of the International Academy for Quality

Budapest, Hungary  
Hotel Kempinski  
October 26 & 27,  
2015

*"Quality for Future  
of the World"*



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# HIGHER EDUCATION QUALITY

**PEDRO M. SARAIVA & MARIA J. ROSA**

**World Quality Forum**

**Budapest, October 2015**



## SOME STARTING IMPRESSIVE GOOD NEWS!



(1290-)

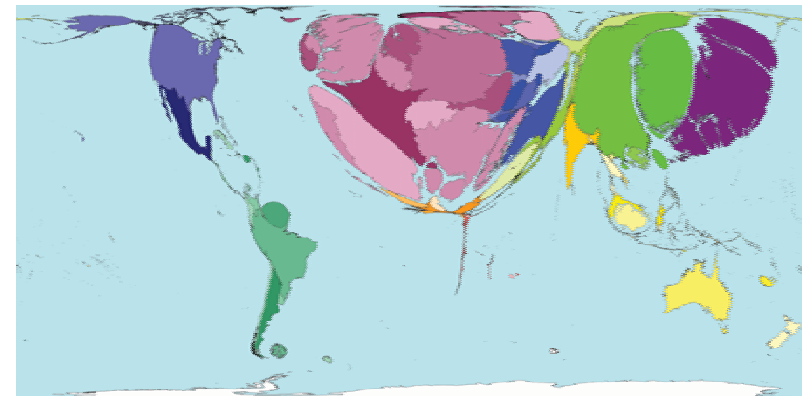
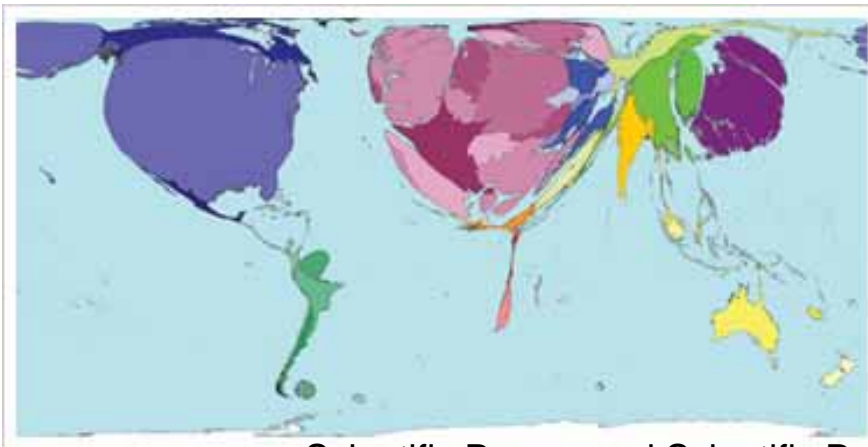
“Out of about eighty-five institutions in the western world that were already established by 1520 and still exist in recognizable forms, with similar functions and unbroken histories, seventy are universities.”

Kerr (1982)

- Since “Basic Quality” Correlates with Organizational Survival:
  - Quality in HE and HEI is far from being new
  - Quality in HEI has contributed to impressive survival performance
  - There seems to be here room for resilience benchmarking...

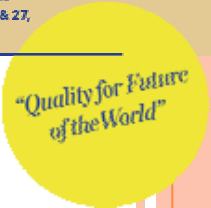
## SOME STARTING IMPRESSIVE GOOD NEWS!

- In the present Global Knowledge Society
  - Quality in HE and HEI is even more critical then ever
  - We now have well structured approaches for doing so
  - Some nations and regions are taking it very seriously

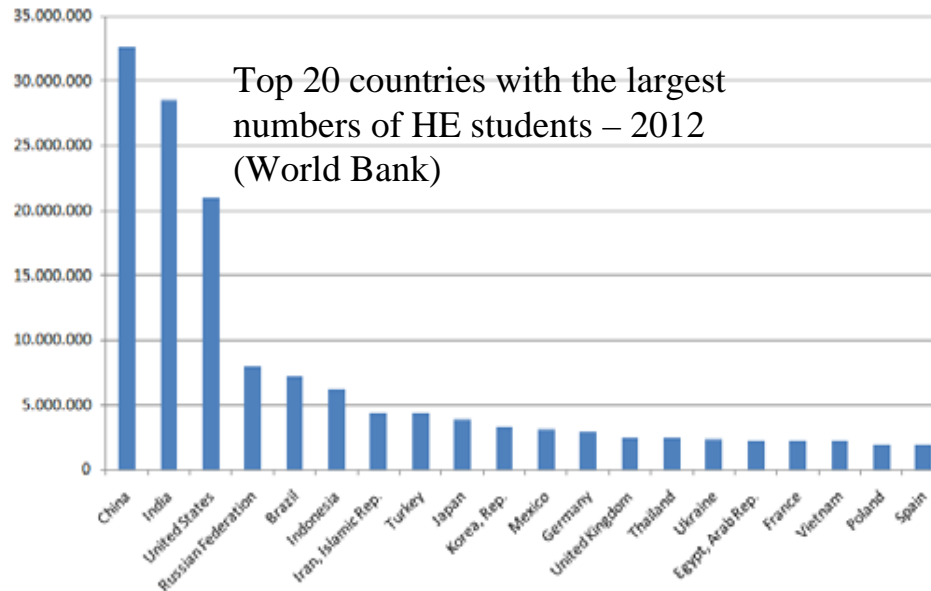
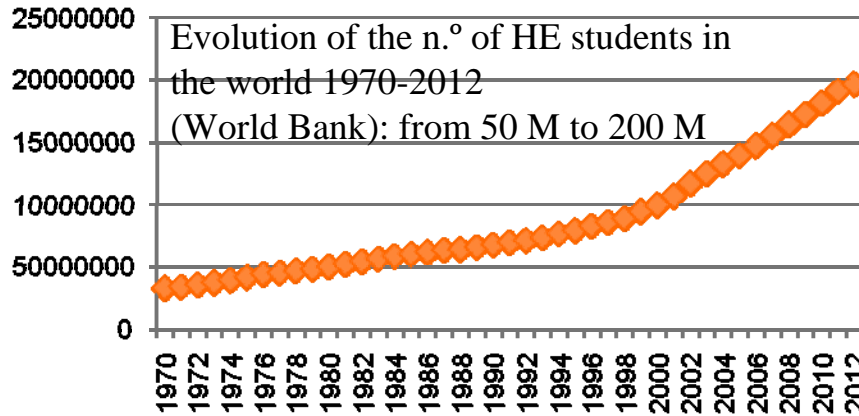


Scientific Papers and Scientific Papers Growth World ([Worldmapper](#))

Quality in HE is Critical Quality for Future of the World !



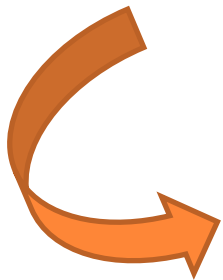
# THE CONCEPT OF QUALITY IN HE NEEDS TO BE ADAPTIVE



# THE CONCEPT OF QUALITY IN HE

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- Quantity & Quality must happen **together**...
- HEIs need to be **attractive** and **competitive** for capturing students, academic staff, research and innovation
- Quality efforts at both **HEIs** and **regional, national** and **international** levels



- **How to define quality in HE?**
- **How to measure quality in HE and at HEIs?**
- **How to implement and manage quality in HE and HEI?**



## THE CONCEPT OF QUALITY IN HE

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- Maybe I do not know how to write a QM in HE definition, but I surely know when I see it happening in front of my eyes
- Everyone tends to accept, even without a formal definition, that Harvard, MIT, Cambridge or Oxford are top quality universities
- “They are able to cross brilliant students with bright faculty members, under a common organizational environment where creativity and academic freedom are strongly stimulated”.




## THE CONCEPT OF QUALITY IN HE

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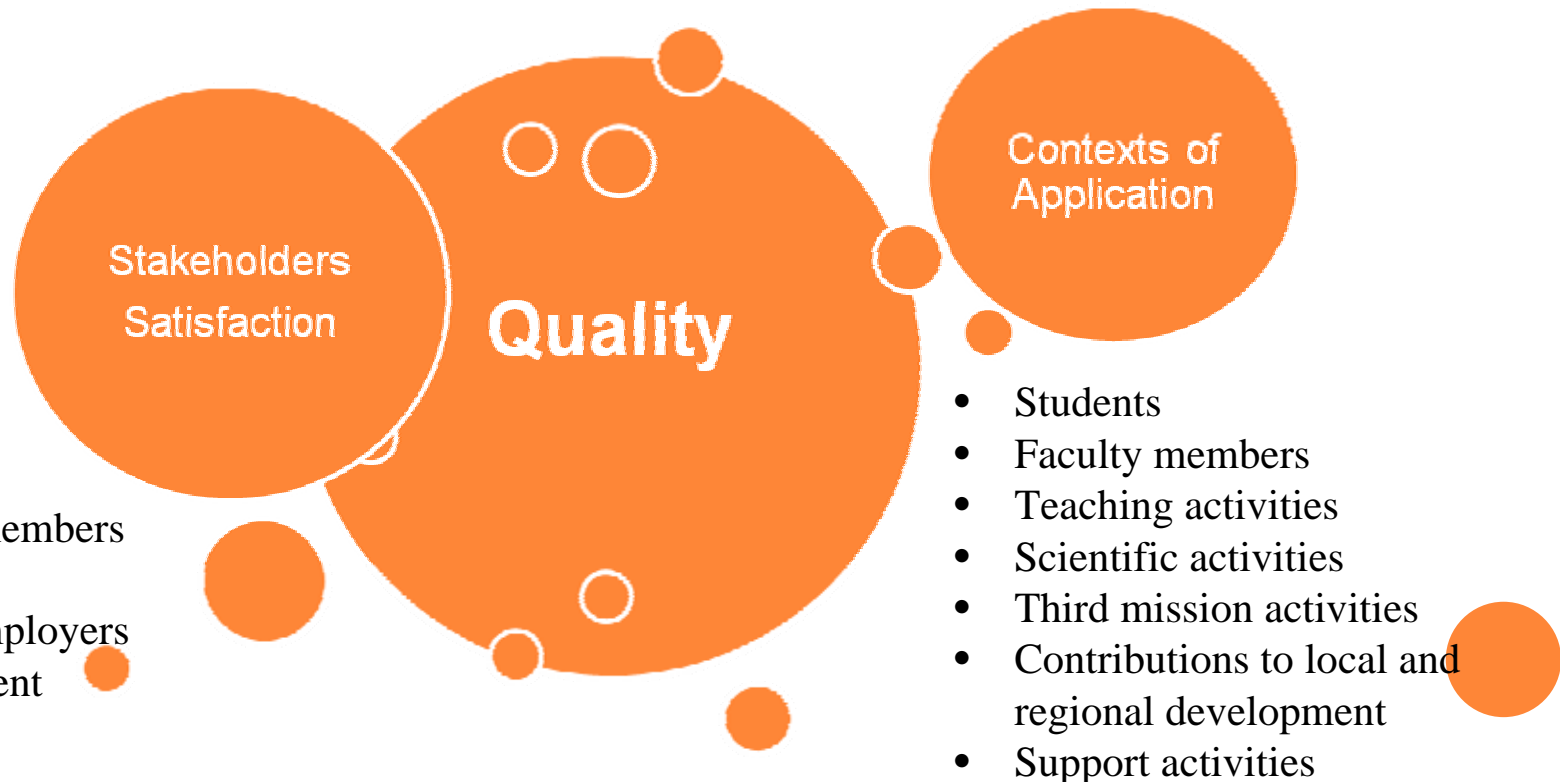
- Keep It Simple !
- Never forget the real goals to be achieved
- Small relevance assigned to formal procedures, accreditation processes or similar activities
- Avoid reducing “true quality” through the excessive adoption of “formal quality”

**More than relying in bureaucratic processes HEIs need to define the goals they want to achieve and the proper way for doing so under their own contexts.**



# THE CONCEPT OF QUALITY IN HE

- Satisfaction and Quality of Different Stakeholders
- Wide Variety of Missions and Scopes of HE Activities





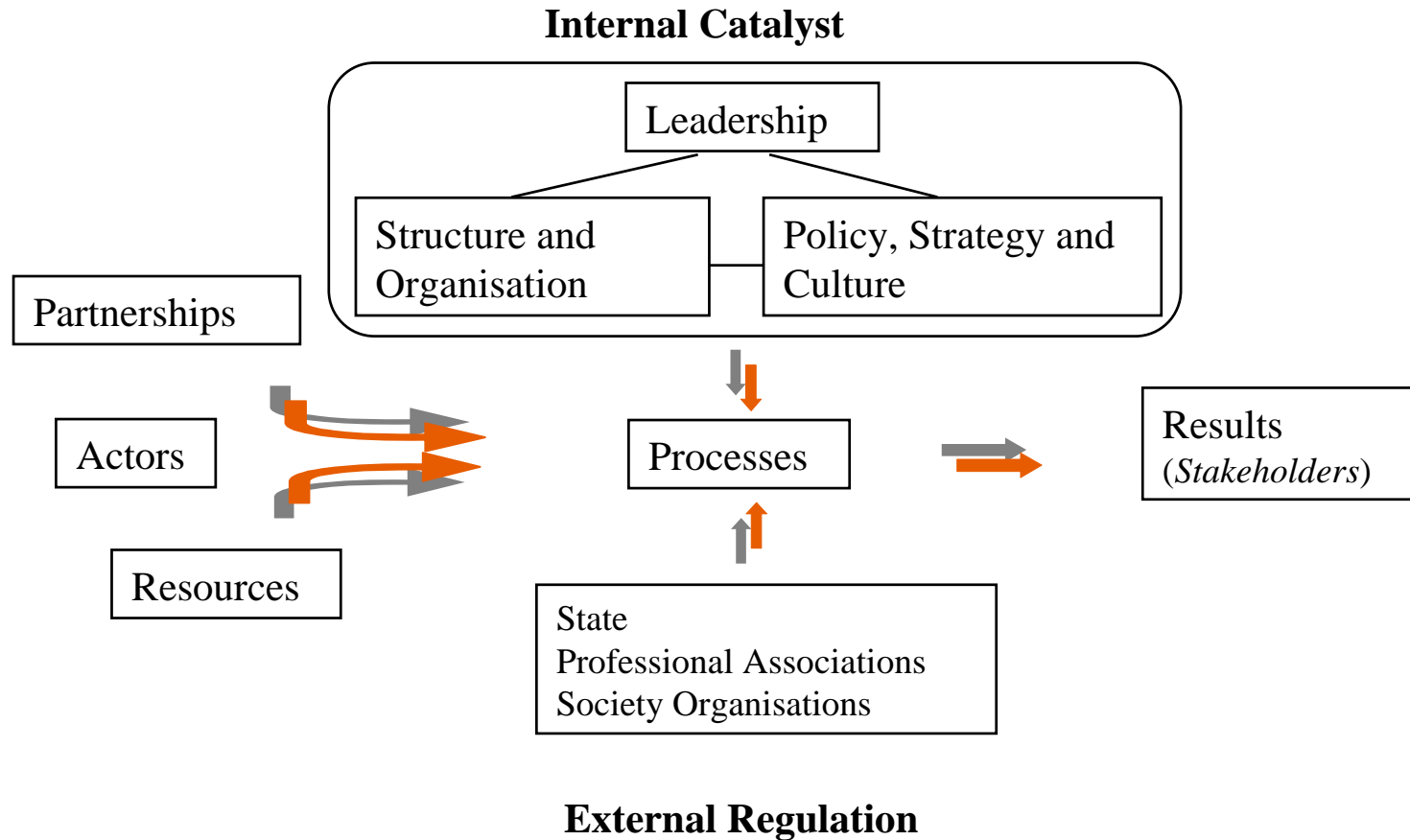
# THE CONCEPT OF QUALITY IN HE

- Quality of inputs, processes, outputs and outcomes
- Quality at different levels of resolution:
  - international, national, regional or local HE systems
  - HEIs, specific schools, departments, research units, projects or people
- Quality perspectives according to specific scopes of application (e.g. Entrepreneurial Universities)





# THE CONCEPT OF QUALITY IN HE: INTEGRATED VIEWS



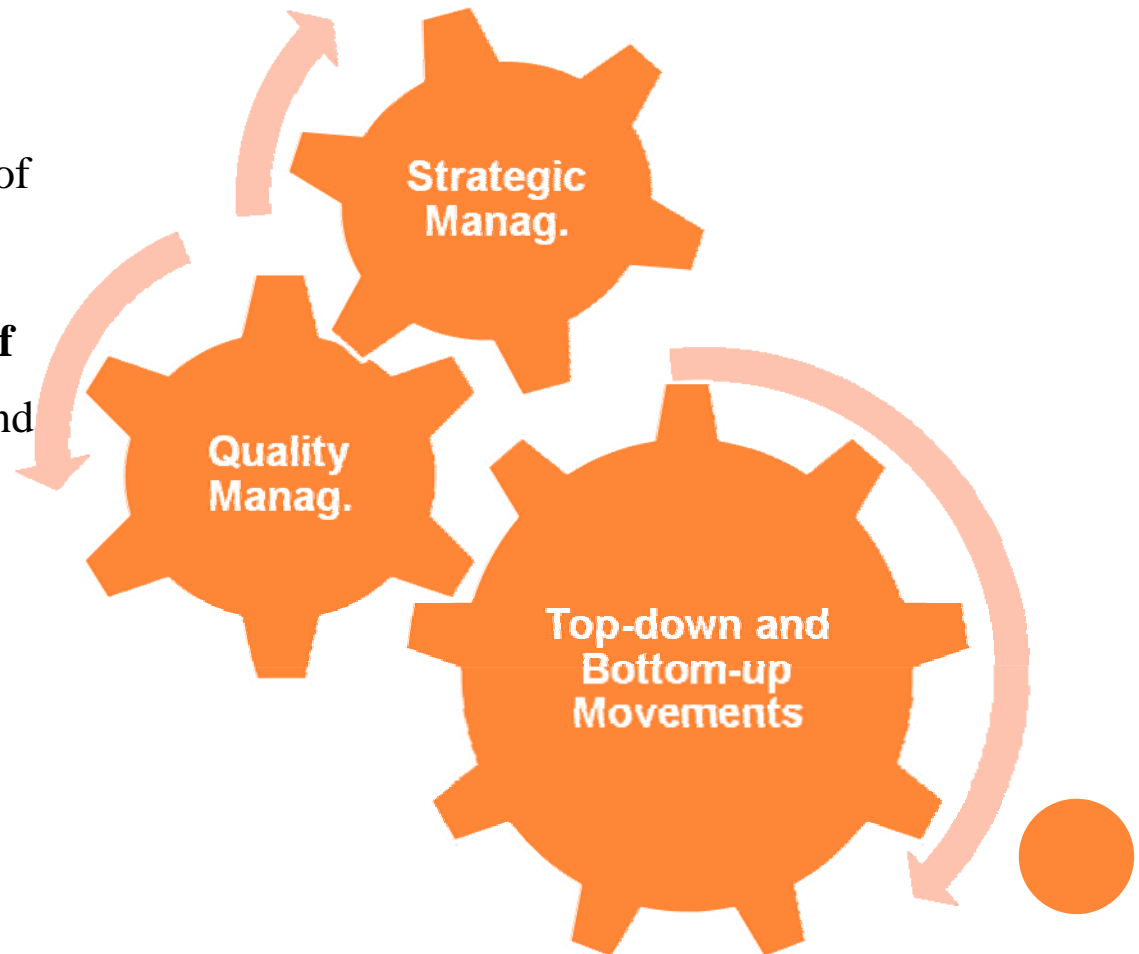
**Assessment, Innovation and Improvement**



# THE CONCEPT OF QUALITY IN HE

## ○ Quality at the HEI level

- deciding on **institutional goals** from a strategic point of view
- finding the exact **meaning of quality** according to them and specific contexts
- **combining top down and bottom up** approaches
- adopt **several perspectives and integrated views**



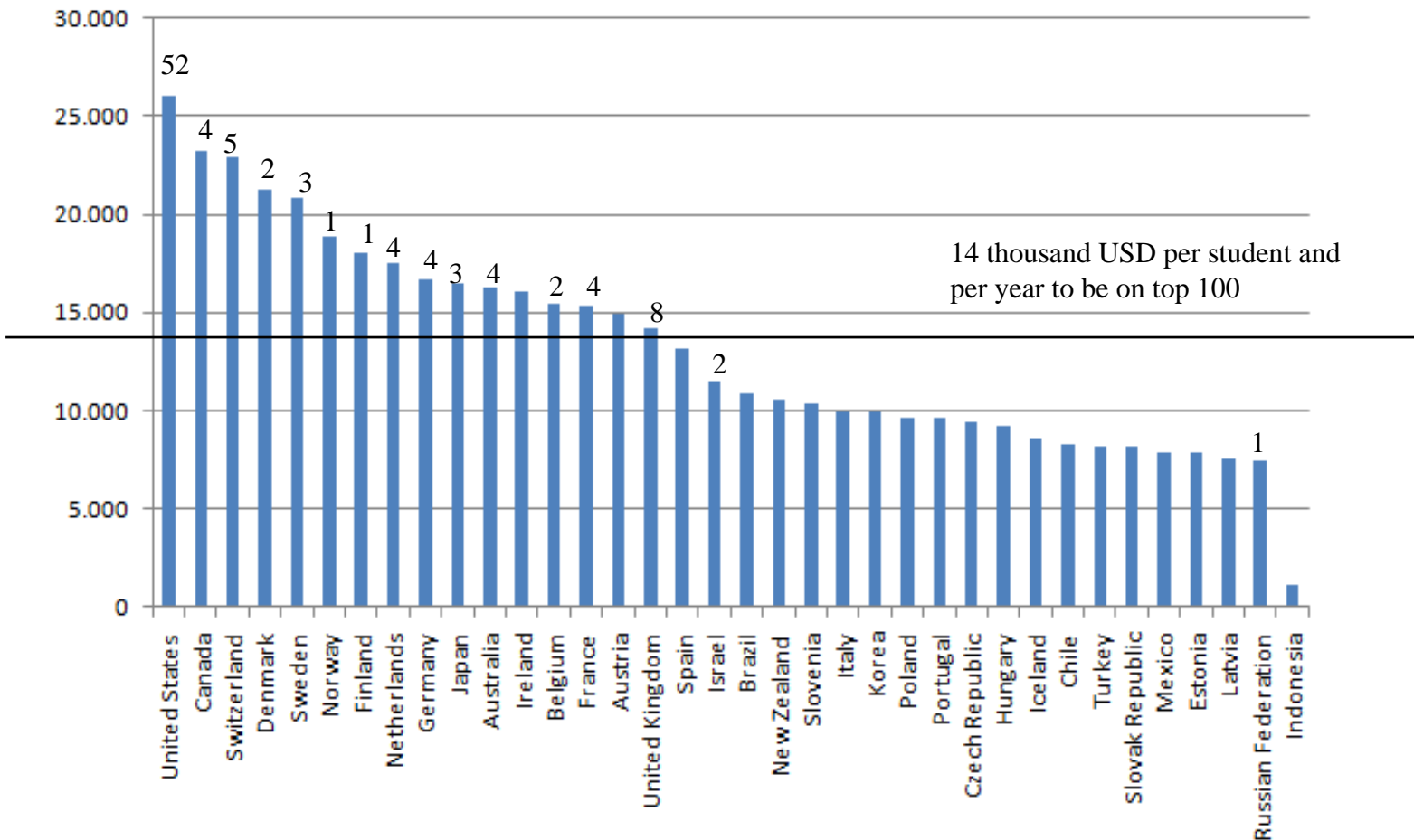
## HE QM CHALLENGES

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- Emergence of the 'Evaluative State' and Accreditation
  - Attention paid to international rankings of HEI
  - Bologna Declaration
  - ENQA and the European Standards and Guidelines (ESG)
  - U-Map and U-Multirank transparency tools
  - OECD AHELO (Assessment of Higher Education Learning Outcomes)
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## CONCLUDING REMARKS

- It is pretty much all about eggs, autonomy and incentives...



## CONCLUDING REMARKS

- It is pretty much all about eggs, autonomy and incentives (h factor)

Awards, Rewards, Recognitions, Payoffs and Appraisals are Critical.

They should be Well Defined, According to Right Goals, and in a Transversal Consistent Way to promote Quality within the HEI, otherwise results will be limited.

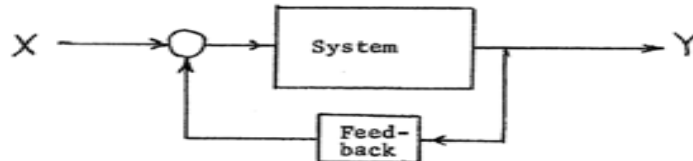
### Broad, Well Balanced Multi-scale Coverage

- Faculty Members and Researchers
- Third Mission Professionals
- Students
- Other University Staff
- R&D&I Units and Departments
- University Schools
- University
- Companies
- Regions
- Country Level



### Some Possible Mechanisms

- Grants
- Credits and Working Loads
- Performance Appraisal and Promotions
- Awards, Rewards and Recognitions
- Financial Rewards and Incentives
- Public and Press Recognitions
- Fiscal Incentives
- National Recognition Events
- Good Practices and Benchmarking
- Involvement of Key People



# CONCLUDING REMARKS

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**HE and HEIs face major challenges**



**QM principles and tools have always been applied in HE and HEIs**



**Societies' future depends on levels of HE quality achieved**



**The adoption of sound QM concepts/practices in HE is a world priority**

A lot of Challenges Ahead for IAQ and all of us can be found here!

