

EACEA Project IMPALA

International Conference



Welcome to Barcelona!
Welcome to the project!
Welcome to Palau Robert!

Palau Robert, Barcelona, Spain, 16-17 June 2016



EACEA Project IMPALA

International Conference

IMPACT EVALUATION OF QUALITY MANAGEMENT IN HIGHER EDUCATION.

A Contribution to Sustainable Quality Development of the Knowledge Society

Palau Robert, Barcelona, Spain, 16-17 June 2016



Now:

Introduction to European Commission Funded IMPALA Project

- **Why impact evaluation of (external) QA in HEIs?**
- **How?** (methodology)
- The European **IMPALA project**
 - Partners, case studies and goals
 - Research design
 - Outcomes

Why Impact Evaluation of (External) QA in HEIs?

- **Education society: Permanent extensification and intensification of EDUCATION AND TRAINING: “Education for All”** (UNESCO); knowledge-based employability; increasing complexity of education and training programs; growing diversity of learners; profiled innovative research; **economic, social and ecological sustainability**; **permanent need for critical thinking**; knowledge-based social legitimation of political decisions (cf. Anderson 2008; Innerarity 2012; Lingenfelter 2012; Välimaa & Hoffman 2008; van Weert 2006)
- **HEIs** (& primary & secondary & other education institutions) more **important** than ever as **achievers** in (global) **education societies** and **knowledge economies**
- Ergo: **systematic evidence-based QM – QA and quality development – of HEI performances of central importance**
- Ergo: **impact evaluation of QM** (as interventions) **required** (Deming cycle p-d-c-a)



Why Impact Evaluation of (External) QA in HEIs?

- More than two decades of (external) **QA**, further **ex-/intensification**
- (Some) HEIs complain about **high evaluation workload** and **evaluation costs** and **need effective and efficient QA** procedures (e.g., massification; economy measures in HE; national and global competition)
- (Some) governments complain about **high evaluation costs**

BUT

- Rather **few ex-post impact analyses of EQA**
- **No simultaneous impact analyses** (accompanying EQA)
- **Students, teachers, QA staff not considered** [focus on institutional leadership opinions (and peer assessments)]
- **Need for competence development in impact analysis and meta-evaluation** in **QA agencies** and **HEIs** (e.g., autonomous internal QA)



(see, e.g., Harvey & Williams 2010; Lillis 2012; Newton 2013, Shah 2012; Stensaker et al. 2011)

How Impact Evaluation of (External) QA in HEIs?

- **Before-after comparison design** (and *ex-post* analysis)
Allows to analyse **if** and **when** and **how** an effect has been achieved
- **Causal mechanism hypotheses** (cf., e.g., Leiber et al. 2015; Little 2015; Stensaker & Leiber 2015)
Allow to analyse how effects are achieved
- **Assessments of intervention effects** by participants, key informants, experts (e.g., via **standardised surveys** and **structured interviews** with **different target groups** such as academic staff, students, QA staff, leadership etc.)
Allow to analyse goals, processes, structures, preferences, actions and institutional & programme change
- **Counterfactual self-estimation of participants** (Mueller et al. 2013)
Allows to analyse change of personal variables (intentional states) related to preferences, decisions and actions (relevant to institutional & programme change)
- **Document analyses/observations**
Allow to analyse goals, processes, structures, actions and institutional & programme change



How Impact Evaluation of (External) QA in HEIs?

5 main impact areas

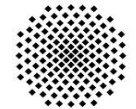
- Learning and teaching
- Research
- Third Mission
- Internationalisation of HE
- Inter- and transdisciplinarity of HE
- Institutional management
- Nationales HE and QA system
- Satisfaction with QA processes

Stakeholders

- Students
- Academic staff in learning and teaching
- Peers
- Employers
- QA agencies
- Study programme managers
- HEI managers
- Governments
- Society
- International community



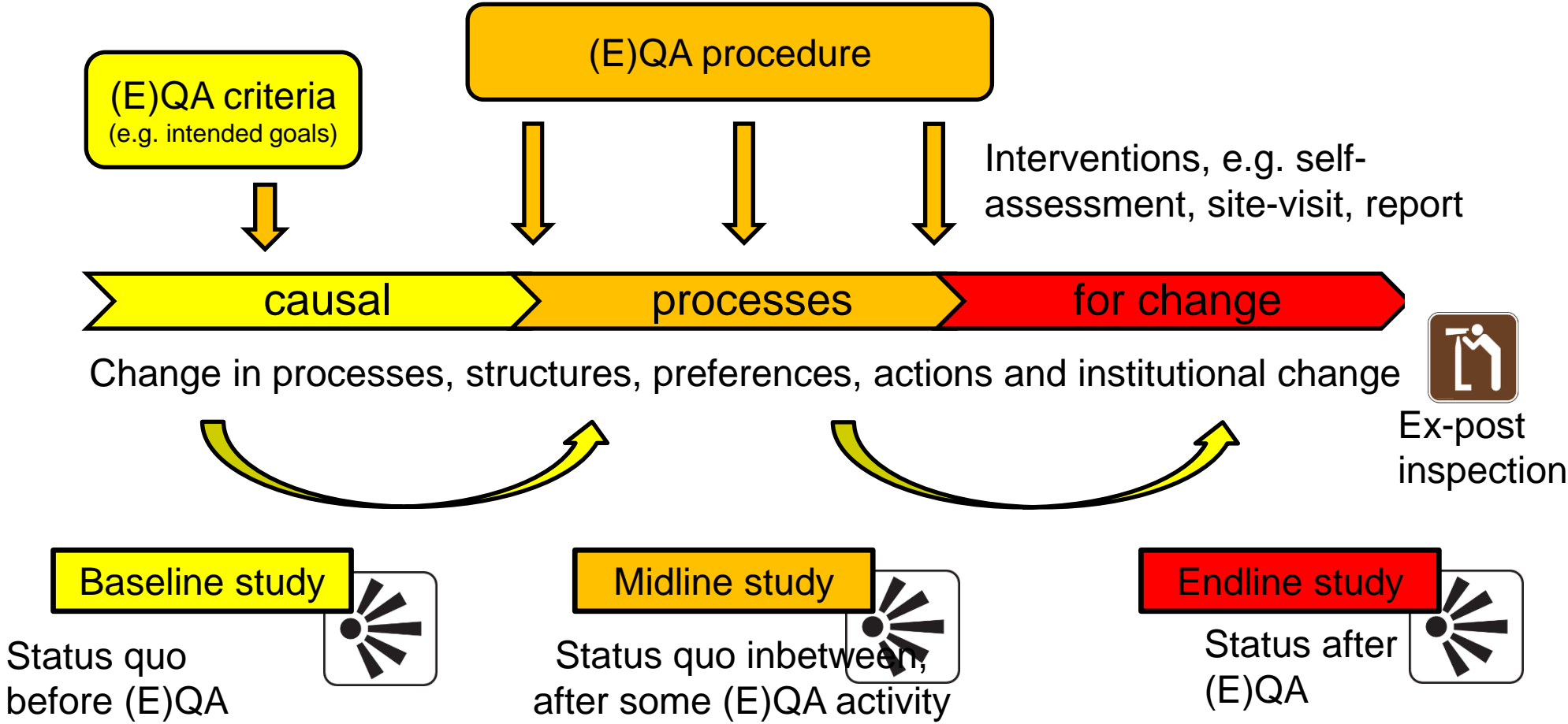
IMPALA – Partners, case studies and goals



Universität Stuttgart

11 institutional project partners	4 QA agencies, 4 HEIs, further (external) experts
Different EQA procedures	Institutional & program evaluation, EUR-ACE program accreditation, program pre-accreditation, module evaluation
Participating stakeholders	HEI governance/staff, HEI QA, students, HEI researchers, QA agencies, (HEI policy experts)
Project duration	36 months
Main project events	5 internal project meetings 2 European/international conferences; 4 international workshops; publications
Erasmus policy priorities	Governance, Quality Assurance

IMPALA research design



IMPALA research design

(E)QA procedure

Baseline study

Before procedure

- Online questionnaires
- Structured interviews
- Document analysis/ observations

Midline studies

During procedure

- Online questionnaires
- Structured interviews
- Document analysis/ observations

Endline study

After procedure

- Online questionnaires
- Structured interviews
- Document analysis/ observations

Comparison of base-, mid- and endline of single case study

Comparison of different baseline studies

Comparison of different baseline studies

Comparison of different baseline studies

IMPALA online questionnaires

- **Questionnaire items (common)**
 - Course types in study programmes
 - QA instruments used in programmes
 - Alignment of examinations and learning objectives
 - Frequency of development discussions of study programmes
 - Observability of QA effects and quality improvements
 - Transparency of responsibilities
 - Attitude towards internal QA
 - Attitude towards external QA
 - Perceived attitude of leadership towards QA
 - Assessment of cost/benefit ratio of QA
 - Plans for major programme changes
 - Suggestions for QA improvement
- **Questionnaire items (individual)**

IMPALA project plan

Activity	Description of activity	Participants	Timeframe and Location
1 st project meeting (kick-off)	Introduction to project Assignment of tasks Work plan Discussion of conceptual frame for methodology	All project partners (ca. 23 persons)	05-06 Nov 2013 Mannheim (evalag)
EACEA project meeting	EACEA project meeting (obligatory)	evalag	23-24 Jan 2014 Brussels
2 nd project meeting	Finalising methodology	Project focus group	10-11 April 2014 Bucharest (ARACIS)
European conference seminar	European conference seminar (in cooperation with ENQA) on the methodology developed	All project partners, International QA agencies; participants	19-20 May 2014 Mannheim (evalag)
PAPER	Publication of a theoretical paper on methodology in reviewed journal (in German)		April 2014
PAPER	Publication of a theoretical paper on methodology in peer reviewed journal (in English)		June 2014

BASELINE STUDY	Online surveys (focus groups: members & students & QA staff & academic staff of HEI) In-depth interviews (HEI leadership) Baselines for impact analysis	4 QA Agencies + 4 HEIs	June 2014 – Febr 2015 (de-pending on HEI) Each HEI
3 rd project meeting	Interim meeting Stocktaking and discussion of previous results First inspection of data (baseline) for impact analysis Inductive adaptation of methodology (e.g., self-evaluation questionnaire, interviews, work plan, endline study)	Project focus group	11-12 Dec 2014 Helsinki (FINEEC)
Progress report	Progress Report at the mid-point of the project life-cycle	4 QA Agencies	March – April 2015
MIDLINE STUDY	Online surveys (complete investigation: members & students of HEI) In-depth interviews Midlines for impact analysis	4 QA Agencies + 4 HEIs	April 2014 – Jan 2016 (de-pending on HEI) Each HEI

IMPALA project plan

Special Issue of "Quality in Higher Education", Vol 21/3 (2015)	Publication of seven papers on the state of the art of impact analysis in HE in a peer reviewed journal (in English)		Jan 2016
Analysis of data	Analysis of data	Project focus group	Oct 2015 – Jan 2016
4 th project meeting	Interim meeting Stocktaking and discussion of previous results Impact analysis on the basis of baseline and midline data Inductive adaptation of methodology (e.g., work plan, endline study) Planning of final conference	All project partners	25-26 Jan 2016 Barcelona (AQU Catalunya)
Analysis of data (continuing)	Analysis of data	Project focus group	Jan 2016 – April 2016
ENDLINE STUDY	Online surveys In-depth interviews Endlines for impact analysis	Agencies + HEIs	Dez 2015 – June 2016 (depending on HEI) Each HEI

5 th project meeting	Interim meeting Stocktaking and discussion of previous results (e.g., implementation of work plan) Impact analysis on the basis of baseline, midline and endline data Planning and marketing of conference	Project focus group	26-27 April 2016 Bucharest (ARACIS)
Analysis of data (continuing)	Analysis of data	Project focus group	February 2016 – June 2016
INTERNATIONAL CONFERENCE (in collaboration with ENQA)	Public conference to present and discuss project results	All project partners + keynote speakers + participants	16-17 June 2016 Barcelona (AQU Catalunya)
PROJECT PUBLICATION	Publication based on project and conference "Impact analysis handbook"	All project partners + keynote speakers	(June –) Sept 2016
Euro-Region training workshops	Four training workshops with QM managers, students, experts, and policy makers	evalag AQU Catalunya ARACIS FINEEC	Sept 2016 Germany Spain Romania Finland
Final report	Final Report (at the end of the contractual period)	Project focus group	Sept 2016



IMPALA outcomes so far (choice)

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For further information see <http://www.impala-qa.eu/impala/>



IMPALA outcomes planned

- **Conference publication (asap)**
- **Impact evaluation manual (autumn 2016)**
- **4 Euro-region training workshops (Sept 2016)**

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