

**REPORT ON THE CHANGING NATURE OF QUALITY ASSURANCE IN  
CATHOLIC UNIVERSITIES: AN INTERNATIONAL PERSPECTIVE ORGANIZED  
BY INTERNATIONAL FEDERATION OF CATHOLIC UNIVERSITIES AT THE  
INSTITUTE CATHOLIC De PARIS from JUNE 5-6, 2019**

**Assumption University Participants:**

**Staff:**

Total number of participants

Institutions: 10

Number of Countries: 10

The Conference Theme: **THE CHANGING NATURE OF QUALITY ASSURANCE IN  
CATHOLIC UNIVERSITIES: AN INTERNATIONAL PERSPECTIVE**

**The Keynote Speakers:**

**June 5, 2019**

**Emeritus Professor John L. Davies**

**Emeritus Professor Robin Smith**

**Loic Roche**

**9.00-10.30 am: Context of QA in HE generally: overview of current practices and trends; globalization; internationalization, institutional sustainability; external process and internal autonomy; international standards, competition and survival.**

**11.00-12.30 am: Context of QA in Catholic HE; church agendas' AVEPRO Veritatis Gaudium etc**

**Summary**

1. All universities (public and private) focus too much on accreditations more than QA with spiritual quotients and creativities for survival in the 21 century.
2. The universities have lost innovation and creativities in many core functions because of many accreditations requirements have diminished and hindered the creativities in already high standard education due to limited scope of QA process and requirements

that conform to general standards which are issued and regulated by government and accreditation agencies for those who may be under accredited standards.

3. The Library in each university will become obsolete unless they have extended and transformed into digital library with ecosystem environment that support students, teachers, staffs and colleagues in learning, teaching, research and publication, and collaboration. Top management and the president need to change their roles and become more supporting and encouraging in the transformation into digital library with ecosystem environment.
4. The president needs to be informed, advised and suggested solutions prior to making decision for action and implementation based on suggested findings and results from accurate performance Evaluation.
5. Each university always in search and find out about their niches with catholic spiritual quotients to be implemented in their QA.
6. The institution SWOT analysis results reveal and disclose: (1) many weakness and threats that need to be managed and protected, and (2) strengths and opportunities that need to be pursued and supported. However, many of us still unsure and need guidance in which direction should be taken.
7. Transparency is very crucial activity that needs to be encourage with care, timely and sensitivities in the university
8. The President needs to find the motivation factors and incentives including development of career path for all members. Some university Head of Human Resource has to handle non-productive members by using good examples, role models and cases from productive members as guideline, mentor or suggested career path for all.
9. Some universities in UK, if they have been accredited with high rank of achievement, the government may grant large funds to support their long term sustainability.

**13.30-15.00 pm: accountability; competition; internal institution culture and dynamic; self-evaluation and honesty, professionalization and Quality Offices, HEQ agendas and domains**

**15.05-16.15 pm: Institutional evaluation; the strategic cycle and developing and sustaining a culture**

## Summary

1. The university has to apply the church management process with catholic spiritual quotients and faith in QA.
2. Many universities, the number of students have declined by 50 % during the last 3 years. How can top management solve this problem?
3. Some universities hold many qualified faculties and staffs, therefore, we need to utilize them using or applying Total Quality Management (TQM) or innovation in developing new curriculum or programs in workplace in order to increase revenue and reduce costs..
4. Top management in each university need to fully support each department to recruit new students and fully support all relevant budgets.
5. This meeting that IFCU organized may not be the most powerful mean but at least this one will be used to support and suggest alternative choices.
6. The University must find various source of funds from government sectors, public and private business sectors, and/or non-profit organizations.
7. Does each of universities have embedded the Catholic Identity Criteria and spiritual quotients in their implementation?
8. How can we use AI to set the new platform to monitor QA in Catholic universities?
- 9.. All universities must focus on the Entrepreneurship theme in the 21<sup>st</sup> century because the new generation values this matter more than degree and/or in addition to their degrees.
10. The collaboration from each faculty in the university is very important, some students would like to customize their courses and curriculum.
11. QA work is the work for everyone in university. It is not the work of QA unit alone.
13. The Rector has to concern the External considerations such as National Quality Assurance Agencies, Media, League Meeting, Performance indicators.

**16.30-18.00 pm: Practice- How to do it in practice: course, school/department and institution evaluations – introduction to panels and agendas for domains, self-evaluation etc.**

**18.00-22.00 pm: Domain exercise introduction**

**The Keynote Speakers:**

**June 6, 2019**

**8.00-10.45 am: Case study exercise feedback and discussion**

**11.00-12.30: QA in teaching and learning**

**13.30-16.00: QA in Research and Knowledge exchange, Feedback on participants' priorities**

### **Workshop-Problem**

#### **Dilemma Analysis**

Dilemma Analysis is a learning technique based on identifying a problem and attempting to solve it (often there is no correct solution) and in so doing identifying issues and ways of thinking that can prove useful in real life scenarios.

The following case study will be undertaken in groups of two or more. Have fun!

#### **THE CASE OF THE UNIVERSITY OF CHIPPING ONGAR, WESTERN NARNIA**

You are the Vice Rector (Academic) of the University of Chipping Ongar, Western Narnia, which has recently appointed a new Rector. After a few weeks she calls you into her office and informs you that she is very concerned about the Faculty of Humanities. The faculty runs undergraduate programmes in:

- History
- Art History
- Theological Studies
- Law
- Canon Law
- Ethics and Moral Philosophy
- Business Ethics
- Business Administration

It has postgraduate programmes in Theological Studies, Canon Law, Ethics and Moral Philosophy. There are PhD programmes in these areas too.

The University also has a Faculty of International Business but for historical reasons it does not recruit local national students – focussing instead on overseas recruitment.

The Rector explains that in her last University (the University of Epping – just five kilometres away) the Faculty of Humanities was a vibrant and prosperous faculty. Its student numbers were increasing each year and therefore the income from student fees and State subsidies was also going up. In

addition, it made additional income from entrepreneurial activities, running short courses for business and industry and the Church and putting on conferences. This being the case she wondered why the Chipping Ongar Faculty was doing so poorly. Numbers were dropping, income generation almost non-existent. The research record of the faculty was comparatively weak. Staff turnover was very low (some staff had been in post for 25 years). She was particularly concerned about the Department of Business Administration. In her previous University this was located in the Faculty of Business and the best department; recruiting well and earning income. Instead the Department of Business Administration at Chipping Ongar University was not meeting the student number or financial targets. In addition, students on the undergraduate B.A. Business Administration programme, had sent a deputation to the Rector complaining about the poor teaching, poor facilities, inadequate library and the food in the canteen was poor too. Worse still, the largest local employer (Drinkmore Whiskey PLC) which sent 10 students per year onto the programme had informed the Rector that the University was failing to provide adequate support for the company's training needs.

Something must be done and YOU are the one to do it.

The Rector suggested that you undertake some kind of *review over a two day period* involving internal and external people to help you identify how best to enhance the standing of the faculty and the quality of its courses. Your task now is to:

#### Task A

- Identify a two-day programme
- Target specific aspects of the faculty operations to investigate and the staff you might want to talk to

#### Task B

- Identify a panel of people to undertake the review
- Determine what documentation and information you might need

Consider the following people who might be useful to you. Unfortunately for logistical and financial reasons you can only convene a group of six per day, excluding yourself as you will be acting as rapporteur.

#### **From the University itself**

**Professor Ivor Problem:** Dean of the Faculty of the International Business – he has been in post for six months. He worked previously at the University of Epping as Head of Department of Business Development. He knows the new Rector well and has already spoken to her about the ridiculous anomaly of having a Business Administration degree in a Humanities faculty.

**Dr Belle Numero:** The University Registrar – she has been at the University for 16 years starting as a Lecturer in Spanish and working her way up the system.

Professor Justine Thyme: Vice Rector – responsible for Strategic Development. An engineer by profession who came into higher education teaching and then management 5 years ago.

Mrs. Robyn Le banc: Programme Leader for the B.Sc. Sociology in the Faculty of Social Sciences – currently on sabbatical completing her PhD, which she has been studying part-time, at the University of Epping,

Dr. Devi Lopment: Head of Department of Pedagogic Services - this is a small department of only three staff with the job of providing training programmes for University staff to help them perfect their teaching skills and to learn new pedagogic practices.

Dr. Rosa Buvv: Head of Faculty of Science and Engineering – Dr. Buvv has been particularly successful recently in the development of the University Science Park, and has increased the income of her faculty by 20% in three years. She is engaged to Professor Justine Thyme and they hope to marry in 6 months' time.

Professor Tony Ankle: Research Director and Head of Entrepreneurial Services in the Department of Transport and Logistics (Faculty of Inter-Continental Studies). Professor Ankle speaks five languages and was recently awarded the Road Haulage Association Medal for outstanding contribution to Industrial Innovation.

Professor Hercule Menical: an expert on Medieval Church History and Law from the Department of History. He has just been appointed to the University from the University of Ghent in Belgium which he left three months ago in order to take up a Readership at Chipping Ongar.

Dr. Irma Living: Lecturer in Moral Philosophy and author of the recently acclaimed book *Philosophical Tales – 200 years of Church Philosophy*. She is an assessor for the UK's Quality Assurance Agency.

Mr. Edward Ache: a Lecturer in Art History and local Trades Union Officer for the HE Teachers' Union NIT (National Institute of Teachers). The Union is currently negotiating with the Rector over conditions of service and pay for junior staff. He is known as *Ed the Red* by his Trade Union local members.

Dr. Will I. Wynn: Part-time Lecturer in Statistical Analysis in the Department of Mathematics. He was a full-time member of staff until he won £500,000 gambling at the Chipping Ongar Casino and Bingo Club. He has an impressive research record and is well respected academically.

Sir Ben D. Stick: Dean of Faculty of Earth Sciences and Nobel Prize winner for his work on Environmental Services to Industry. He is a very busy man and leaves the running of his faculty to his deputy whilst he undertakes research and travels the world as a consultant. He earns considerable amounts of money with this work but the University benefits by taking 60% of this income.

## **From Outside the University**

Mr. Alwyn Race: The Training Officer of Drinkmore Whiskey PLC. A graduate of the University of Epping for whom he does occasional work as a Keynote Speaker for the Business Studies programme.

Mrs Jean Therapy: Chief Operating Officer of the locally based on-line IT company, *Ancestors R' Us* which she set up five years ago after graduating from Cambridge University. She has not had any contact with the University of Chipping Ongar but has hired some of its graduates.

Dr. Lee Nova: Senior Lecturer in the Department of Business Economics at the University of Antwerp, Belgium. He has been the External Examiner for the University's BA Business Administration programme for five years and has, in accordance with university requirements, sent an annual report to the Quality Assurance Office.

Professor Betty Gambols: Dean of Faculty of Business Economics at the University of Epping and of course until recently a colleague of Professor Ivor Problem. She also knows the Rector under whom she served for some time. She gets on well with her. She is proud of her faculty and its entrepreneurial spirit. She is Chairperson of the University's Academic Standards and Quality Committee

Dr. P. Jays: Lecturer in Psychology at the University of Oxford specialising in the Psychology and Philosophy of sleep deprivation. He is well known for his innovative teaching techniques and his work with hospital clinicians. He is a member of the AVEPRO Board and was one of its founding members.

Mr. Don Painting: The Curator of the prestigious London-based cultural centre for Church Arts and History. Author of many popular coffee-table books on religion and religious artefacts. He runs a Postgraduate programme in the History of Church Art for the University of Galway Bay.

Mr Page Turner: Local church historian and librarian in the University of London (Irish College).

Mr Luke Warm: Head of Department of Legal Studies at the University of Nether Binding in Wales. He is a long-time member of the Association of European Universities and has therefore visited many European Universities as an assessor.

Professor Mark Myword: Professor of Moral Philosophy and Pro Vice Chancellor (Research) at the University of Open Learning based in Rutland UK. The University specialises in programmes delivered by distance learning techniques. Professor Myword's research is in the area of Ethical Investment.

Dr Marg Inall: Registrar at the University of Shropshire. Her University has only been in existence for 10 years but it has a good reputation for the quality of the student experience, its undergraduate courses and its income generation.

### Workshop solutions and suggestions

Humanities Problems	Actions	Day 1	Day 2	People		
Overview from Vice-rector	Short presentation of the cases outlining the process for the 2 days and what's required - short report and recommendation	X				<p>Professor Tony Ankle: Research Director and Head of Entrepreneurial Services in the Department of Transport and Logistics (Faculty of Inter-Continental Studies).</p> <p>Professor Ankle speaks five languages and was recently awarded the Road Haulage Association Medal for outstanding contribution to Industrial Innovation.</p>
To clarify and confirm the problem	SWOT - 1,5 hour	X morning		4 from inside + 2 from outside industry experts + student representative		<p>Dr. Irma Living: Lecturer in Moral Philosophy and author of the recently acclaimed book <i>Philosophical Tales – 200 years of Church Philosophy</i>.</p> <p>She is an assessor for the UK's Quality Assurance Agency.</p>
poor teaching	Focus group with Academic staff	X morning		2 outside/ facilitator		
Poor resources/services	Focus group with Admin staff	X morning		2 outside/ facilitator		
	Focus group with students	X morning		2 outside facilitators/ to report		
	LUNCH TIME 3 hours					

Humanities Problems	Actions	Day 1	Day 2	People		
Slow Turnover of staff and poor research	Dean`s presentation on key figures from last 3 to 5 years - staff research output + funding + new programs development + professional development and externality + link to industry	X				
		afternoon				
	QA panel	X				
	Review panel - conclusions on day one and preparing for day 2	X				
Understand / know our competitors	Benchmarking exercise against faculty of humanities in university		X morning			
Employer needs	Representatives from the industry to help identifying their needs		X morning			<p>Dr. Rosa Buvv: Head of Faculty of Science and Engineering – Dr. Buvv has been particularly successful recently in the development of the University Science Park, and has increased the income of her faculty by 20% in three years.</p> <p>She is engaged to Professor Justine Thyme and they hope to marry in 6 months' time.</p>

Humanities Problems	Actions	Day 1	Day 2	People		
Clarification session	Call back in stakeholders!!		X morning			<p>Professor Hercule Menical: an expert on Medieval Church History and Law from the Department of History.</p> <p>He has just been appointed to the University from the University of Ghent in Belgium which he left three months ago in order to take up a Readership at Chipping Ongar</p>
	LUNCH TIME 3 hours					<p>Professor Mark Myword: Professor of Moral Philosophy and Pro Vice Chancellor (Research) at the University of Open Learning based in Rutland UK.</p> <p>The University specialized in programmes delivered by distance learning techniques. Professor Myword's research is in the area of Ethical Investment.</p>
	Prepare the reports and recommendations		X afternoon			<p>Mrs Jean Therapy: Chief Operating Officer of the locally based on-line IT company, Ancestors R' Us which she set up five years ago after graduating from Cambridge University.</p> <p>She has not had any contact with the</p>

						University of Chipping Ongar but has hired some of its graduates.
Report from review panel	Short presentation of the review to the rector		X afternoon			Mr. Don Painting: The Curator of the prestigious London-based cultural centre for Church Arts and History. Author of many popular coffee-table books on religion and religious artefacts. He runs a Postgraduate programme in the History of Church Art for the University of Galway Bay

<b>Business Problems</b>	<b>Actions</b>	<b>Day 1</b>	<b>Day 2</b>	<b>People</b>	<b>PANEL</b>
Overview from Vice-rector	Short presentation of the cases outlining the process for the 2 days and what's required - short report and recommendation	X			<p>Professor Ivor Problem: Dean of the Faculty of the International Business – he has been in post for six months. He worked previously at the University of Epping as Head of Department of Business Development.</p> <p>He knows the new Rector well and has already spoken to her about the ridiculous anomaly of having a Business Administration degree in a Humanities faculty</p>
To clarify and confirm the problem	SWOT - 1,5 hour	X morning		4 from inside + 2 from outside industry experts + student representative	Professor Justine Thyme: Vice Rector – responsible for Strategic Development. An engineer by profession who came into higher education teaching and then management 5 years ago.
poor teaching	Focus group with Academic staff	X morning		2 outside/ facilitator	Dr. Devi Lopment: Head of Department of Pedagogic Services - this is a small department of only three staff with the job of providing training programs for University staff to help them perfect their teaching skills and to learn new pedagogic practices.
Poor resources/services	Focus group with Admin staff	X morning		2 outside/ facilitator	

<b>Business Problems</b>	<b>Actions</b>	<b>Day 1</b>	<b>Day 2</b>	<b>People</b>	<b>PANEL</b>
	Focus group with students	X morning		2 outside facilitators/ to report	Mr. Alwyn Race: The Training Officer of Drinkmore Whiskey PLC. A graduate of the University of Epping for whom he does occasional work as a Keynote Speaker for the Business Studies programme.
	LUNCH TIME 3 hours				
Slow Turnover of staff and poor research	Dean`s presentation on key figures from last3 to 5 years - staff research output + funding + new programs development + professional development and externality + link to industry	X afternoon			Professor Betty Gambols: Dean of Faculty of Business Economics at the University of Epping and of course until recently a colleague of Professor Ivor Problem.  She also knows the Rector under whom she served for some time. She gets on well with her. She is proud of her faculty and its entrepreneurial spirit. She is Chairperson of the University`s Academic Standards and Quality Committee
	QA panel	X afternoon			
	Review panel - conclusions on day one and preparing for day 2	X afternoon			

<b>Business Problems</b>	<b>Actions</b>	<b>Day 1</b>	<b>Day 2</b>	<b>People</b>	<b>PANEL</b>
Understand / know our competitors	Benchmarking exercise against faculty of Business Epping		X morning		Dr Marg Inall: Registrar at the University of Shropshire. Her University has only been in existence for 10 years but it has a good reputation for the quality of the student experience, its undergraduate courses and its income generation.
Employer needs	Representatives from the industry to help identifying their needs		X morning		
Clarification session	Call back in stakeholders!!		X morning		
	LUNCH TIME 3 hours				
	Prepare the reports and recommendations		X afternoon		
Report from review panel	Short presentation of the review to the rector		X afternoon		









