

ESTONIAN BUSINESS SCHOOL QUALITY ASSURANCE SYSTEM

Estonian Business School (EBS) Quality Assurance System (hereinafter referred to as "QAS") defines

- the quality culture in higher education,
- the purpose of quality assurance,
- the university's stakeholders to whom the QAS is addressed,
- the general principles of the quality policy,
- main and servicing processes,
- the principles of internal quality assurance and assessment, incl the quality specifications and -indicators of main and servicing processes, relevant regulations, the staff responsible for quality assurance and quality assessment,
- the principles of external quality assurance and assessment.

The QAS in EBS has been established and implemented based on the following **definition of quality**: quality is a set of characteristics of an entity, which makes it possible to satisfy the identified or expected needs of the stakeholders.

EBS defines the quality culture in higher education as a value space based on international agreements, standards and practices, agreements between universities, generally recognised principles of academic ethics and valued management practice. External dimension of the quality culture is the international focus and the internal dimension is common perception of the shared value system.

The purpose of the QAS is to ensure that the quality requirements set out in legislation and international standards are reflected in the internal EBS regulations and complied with in the activities at EBS.

Stakeholders of EBS

Internal stakeholders: students, staff, alumni, owners of EBS;

External stakeholders: the Estonian state, partners, employers.

Principles of the EBS quality policy

- Universality – quality assurance comprises all main and servicing processes and considers their coherence and synergy.
- Results orientation – quality assessment provides practical recommendations to improve and modernise the main and servicing process of management.
- Consistency – developing quality assurance is based on acquired experience, functioning of the system and continuous critical assessment of new methods.

As a general rule, quality assurance activities and their assessment are carried out on an ongoing basis. Periodic assessments and their timelines are set out in the relevant documents or schedules.

Structural division of the QAS

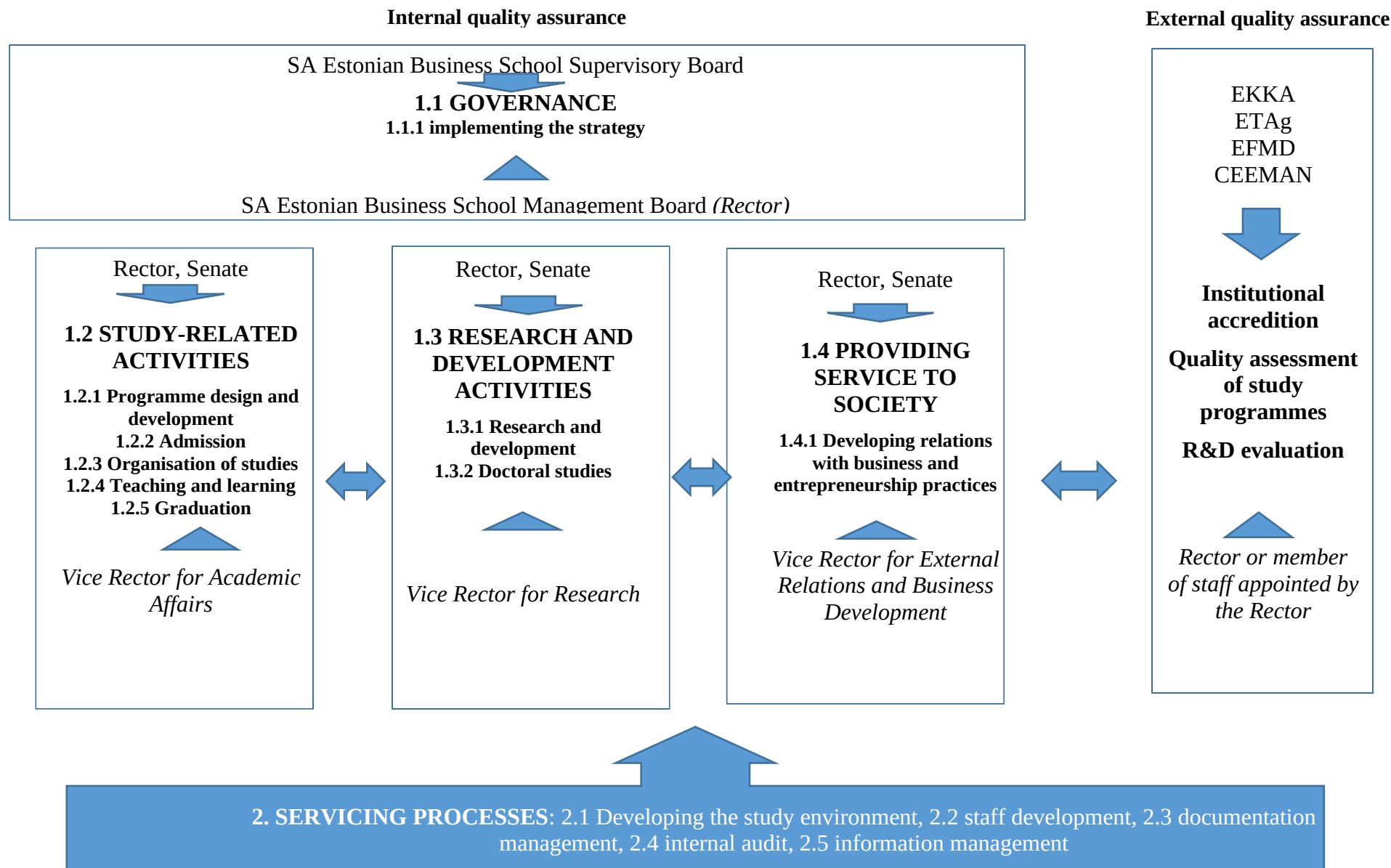
Internal quality assurance and assessment

External quality assurance and assessment

Processes related to quality assurance

1. Main processes and sub-processes in EBS
 - 1.1. Governance
 - 1.1.1. Implementing the strategy
 - 1.2. Study-related activities
 - 1.2.1. Programme design and development
 - 1.2.2. Admission
 - 1.2.3. Organisation of studies
 - 1.2.4. Teaching and learning
 - 1.2.5. Graduation
 - 1.3. Research and development activities (R&D)
 - 1.3.1. Research and development
 - 1.3.2. Doctoral studies
 - 1.4. Providing services to society
 - 1.4.1. Developing relations with business and entrepreneurship practices
2. EBS servicing processes
 - 2.1. Developing the study environment
 - 2.2. Staff development
 - 2.3. Document management
 - 2.4. Internal audit
 - 2.5. Information management

Diagram of the EBS Quality Assurance System: processes, persons responsible, assessors



Internal quality assurance and assessment

Purpose – to ensure that EBS internal regulations are in accordance with Estonian legislation and international quality standards and to ensure fulfilling the objectives according to the development plan.

Internal QAS is performed by: SA Estonian Business School Management Board, Rector, Vice Rectors, structural units, students, Auditor.

Standards and guidelines

- ESG 2015 (Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium)
- EPAS Standards and Criteria
- EQUIS Standards and Criteria
- Guide to Institutional Accreditation: standards and guidelines for institutional accreditation
- Higher Education Act
- Standard of Higher Education

Quality assurance and assessment of processes

Internal quality assurance and assessment is carried out within sub-processes of the main and servicing processes.

1. Main processes and their sub-processes

1.1 Governance

EBS defines the **quality of governance** as compliance with EBS development plan and corresponding action plan.

Purpose Implementing the EBS strategy
Quality indicators Positive results of institutional accreditations, quality assessments of study programmes and Research and Development evaluations, implementation of the development plan and the corresponding action plan
Persons responsible SA Estonian Business School Management Board, Rector, Vice Rector for Academic Affairs, Vice Rector for Research
Assessors SA Estonian Business School Supervisory Board
Reference documents SA Estonian Business School Statute, Estonian Business School Statute, EBS development plan, action plans

1.2 Study-related activities

EBS defines the **quality of study-related activities** as compliance with internal regulations of EBS study-related activities (see the reference documents) and the action plans of the development plan.

Study-related activities' quality assurance and assessment is carried out within sub-processes in section 1.2.1 – 1.2.5.

1.2.1 Programme design and development

EBS defines the **quality of programme design and development** as compliance with corresponding EBS internal regulations (see the reference documents) and the action plan of the development plan.

Purpose
Drafting and developing programmes that consider and meet the expectations, standards and needs of the stakeholders and the labour market
Quality indicators
Compliance with legal acts, involving the stakeholders, feedback from the stakeholders
Quality assurance
Study Level Council meetings not less than once a semester; including the representatives of students, alumni and employers to the process; assessing and approving new programmes and amendments in existing programmes by Senate, endorsing the programmes by the Board of SA Estonian Business School and registration of programmes in EHIS
Persons responsible
Heads of the Study Levels, programme managers
Assessors
Study Level Councils, Senate, SA Estonian Business School Management Board, Ministry of Education and Research (EHIS), EKKA (Estonian Quality Agency for Higher and Vocational Education)
Reference documents
Programme Statute, incl. opening a new study programme procedure, EBS development plan, action plans

1.2.2 Admission

EBS defines the **quality of admission** as compliance with corresponding EBS internal regulations (see the reference documents) and the action plan of the development plan.

Purpose
Fulfilling the admission plan by admitting motivated students who meet the qualification requirements
Quality indicators
Implementation of the admission plan, admission results, number of appeals and solutions, admission activities, incl. reviewing the admission applications, compliance with deadlines, applicants' feedback to the admission procedure, admission committees' feedback
Quality assurance
Drawing up the admission plan taking into account the feedback from alumni and employers, involving the admission specialist, sharing the information with prospective students by the study consultants, operative responding to appeals and proposals, implementing the admission interviews, collegial admission decisions, informing the staff regularly about the admission progress
Persons responsible
Head of the Academic Affairs
Assessors
Rector, Senate

Reference documents

EBS University Admission Rules, Admission Requirements, admission plan and schedule

1.2.3 Organisation of studies

EBS defines the **quality of organisation of studies** as compliance with corresponding EBS internal regulations (see the reference documents).

Purpose

Implementing the programmes without complications and according to the established rules, supporting students during their academic „life-cycle“ from admission until graduation

Quality indicators

Student feedback, academic staff feedback, students' complaints concerning programmes, course delivery, teaching and assessment and resolving these complaints, APEL statistics, cases of academic fraud and resolving them

Quality assurance

Modernising the regulations and ensuring precise implementation, evaluating and confirming the syllabi and assessment guides by the Heads of Departments and followed by the academic staff, gathering regular feedback from students and staff, analysing the feedback and drawing conclusions, responding to the cases of academic fraud according to the regulations, operative responding and finding solutions to students' complaints and proposals, compliance with the principles and procedures of APEL

Persons responsible

Head of the Office of Academic Affairs, Heads of Departments

Assessors

Vice Rector for Academic Affairs, Rector, Senate (Academic Council, Ethics Council)

Reference documents

Academic Regulations, syllabi, assessment guides, APEL procedures, Code of Academic Ethics, guides related to mobility

1.2.4 Learning and teaching

EBS defines the **quality of learning and teaching** as compliance with corresponding EBS internal regulations (see the reference documents).

Purpose

Supporting students in achieving their goals through the academic environment

Quality indicators

Student feedback, academic staff feedback, alumni feedback, employers feedback, percentage of adjunct faculty, percentage of foreign faculty, number of core faculty and corresponding full-time equivalent, the student-faculty ratio

Quality assurance

Precise implementation of regulations, ensuring the required number of qualified academic staff, incl. foreign faculty, regular evaluation of academic staff, implementing modern methods and study forms, incl using e-study platforms, gathering regular feedback from students, academic staff, alumni and employers, data processing and analysis and taking into account the results, implementing academic mobility

Persons responsible
Heads of Departments, Heads of Study Levels, programme managers, lecturers
Assessors
Vice Rector for Academic Affairs, Rector
Reference documents
Academic Regulations, syllabi, assessment guides, internship regulations, Employment Rules for the Academic Staff at Estonian Business School, EBS Statute of Scholarship

1.2.5 Graduation

EBS defines the **quality of graduation** as compliance with corresponding EBS internal regulations (see the reference documents).

Purpose
Overall assessment of student's academic development
Quality indicators
Distribution of the grades of final exams and final theses, appeals related to the defence procedure or the organisation of the final examination and resolving them, alumni employment statistics, alumni feedback, employers feedback
Quality assurance
Employing adequate number of qualified supervisors, establishing and following precise assessment criteria to final theses and final exams, following the regulations related to the graduation process, responding to the cases related to the academic fraud according to the regulations, operative responding and finding solutions to graduating students' complaints and proposals, monitoring and taking account the employment statistics, gathering regular feedback from alumni and employers, data processing and analysis and taking into account the results
Persons responsible
Supervisors, Heads of Departments, Heads of Study Levels, programme managers, members of defence committees and final exam committees
Assessors
Vice Rector for Academic Affairs, Rector
Reference documents
Academic Regulations, Formatting of Student Papers (Style Guide), The Manual of Compiling and Defending the Final Thesis, EBS Criteria for the Assessment of Theses, final exam programme

1.3 Research and Development activities (R&D)

EBS defines the **quality of research and development activities** as compliance with corresponding internal regulations related to research activities and development plan's action plan.

Research and Development quality assurance and assessment is carried out within sub-processes in section 1.3.1 – 1.3.2.

1.3.1 Research and Development

EBS defines the **quality of research and development** as compliance with corresponding EBS internal regulations (see the reference documents) and development plan's action plan.

Purpose
To support the research interests and objectives of academic staff and doctoral students and meeting the expectations of society
Quality indicators
Number of scientific publications by ETIS classifications, number of scientific publications by research staff, number of applied research and development contracts; number of funded research and development projects, financial amount of research and development projects
Quality assurance
Planning research and development, ensuring optimal usage of time and financial resources, involving academic staff, ensuring an environment necessary for research, participating in research and development projects as far as possible, international co-operation, linking the research and development work with teaching
Persons responsible
Vice Rector for Research, Research and Development Council
Assessors
Senate (Research Council)
Reference documents
Statute of Research and Development Council, Research and Development Council's decisions, development plan, individual plans of the research and development work

1.3.2 Doctoral studies

EBS defines the **quality of Doctoral studies** as compliance with corresponding EBS internal regulations (see the reference documents) and development plan's action plan.

Purpose
Ensuring sustainability of research potential in the field of management of EBS and the Estonian state
Quality indicators
Feedback from the Doctoral students, the number of Doctoral dissertations defended in nominal time, number of full-time and part-time Doctoral students, the number of Doctoral students involved in Research and Development projects, number and qualification of supervisors
Quality assurance
Implementing systematically the Doctoral studies in correspondence with agreement between the Rectors of Estonian universities, involving qualified supervisors and lecturers, international environment and co-operation with other universities and organisations, involving Doctoral students in Research and Development projects, regular gathering, analysing and implementing the results of Doctoral students' feedback
Persons responsible
Head of Doctoral studies
Assessors
Rector, Senate (Research Council), EKKA (Estonian Quality Agency for Higher and Vocational

Education)

Reference documents

Common principles of developing Doctoral studies (Universities Estonia, 2020), Code of European management and business related Doctoral studies practice, Doctoral studies contract between EBS and the Ministry of Education and Research, Principles of Doctoral Studies and the Defence of Doctoral Theses, Formatting of Doctoral Theses in EBS, Evaluation Procedure of Doctoral Students, individual plans of Doctoral students

1.4 Providing services to society

EBS defines the **quality of providing services to society** as compliance with EBS development plan's action plan.

1.4.1 Developing links with business and entrepreneurship practices

EBS defines the **quality of developing links with business and entrepreneurship practices** as compliance with EBS development plan's action plan.

Purpose

Contribute to the development of Estonian society and economy

Quality indicators

Strategic goals related to business and entrepreneurship practices, client orientation, links with business and entrepreneurship practices, the effect of these links

Quality assurance

Co-operation with business and entrepreneurship organisations and public sector

Persons responsible

Vice Rector for External Relations and Business Development

Assessors

Rector, Senate, SA Estonian Business School Management Board

Reference documents

Development plan

2. EBS servicing processes

2.1. Developing study environment

EBS defines the **quality of developing study environment** as compliance with EBS development plan's action plan.

Purpose

Ensuring contemporary conditions for developing academic goals of students and staff

Quality indicators

Student feedback, volume of investments, area of space for study activities reserved per student, volume of resources provided for studies, satisfaction with Canvas, volume of investment to library per students, EHIS (Estonian Education Information System): number of computers in use by lecturers, total number of computers, the number of computers in use by students, contractual internet download speed, closed net area at the disposal of the school, number of lecture rooms, area of the lecture rooms

Quality assurance
Regular contribution to improving the study and work environment, incl. classrooms and office space, ICT, e-learning platforms, library, gathering regular feedback from students and staff, data processing and implementing the results as far as possible
Persons responsible
Chancellor, Head of Library
Assessors
Senate, SA Estonian Business School Management Board
Reference documents
Development plan, Development plan of EBS Library

2.2. Staff development

EBS defines the **quality of staff development** as compliance with EBS development plan's action plan.

Purpose
Ensuring the quality and sustainability of human resources
Quality indicators
Student feedback, participating in internal and external trainings, staff satisfaction survey results
Quality assurance
Planning and supporting professional development of the staff, facilitating individual development, organising trainings, participating in external trainings, organising staff development interviews and taking into account the results, organising regularly the staff satisfaction surveys and taking into account the results
Persons responsible
Vice Rectors and Chancellor in accordance with the area of responsibility
Assessors
Rector
Reference documents
SA Estonian Business School Work Organisation Rules, Employment Rules for the Academic Staff at Estonian Business School

2.3. Document management

EBS defines the **quality of document management** as compliance with corresponding internal regulations (see the reference documents)

Purpose
Preparation, drawing up, circulation and storage of documents according to the required standards
Quality indicators
Compliance of documents with the requirements of standards and law, archiving and handling documents, accessibility of documents
Quality assurance
Timeliness and compliance of document management regulations

Persons responsible Rector's Office Manager
Assessors Rector
Reference documents EBS Administrative Procedures

2.4. Internal audit

EBS defines the **quality of internal audit** as compliance with corresponding internal regulation in EBS (see reference documents).

Purpose Assessing the functionality of the EBS quality assurance system and its accordance with regulations
Quality indicators Non-conformities, results of observation, assessment act, audit report
Quality assurance Regularity, qualified auditors, compliance with principles and requirements of audit, taking into account the audit results
Persons responsible Auditor
Assessors Rector, SA Estonian Business School Management Board
Reference documents SA Estonian Business School Principles and Procedure of Internal Audit

2.5. Information management

EBS defines the **quality of information management** as compliance with the corresponding internal regulations in EBS (see reference documents)

Purpose Organising goal-oriented gathering, communication and preserving of information
Quality indicators Student feedback, staff feedback, availability of documents, access to work-related information
Quality assurance Gathering, processing, analysing and using results of necessary and adequate information, operative access to necessary data, data security, archiving
Persons responsible Rector's Office Manager, Head of the Office of Communications and Information Technology
Assessors Rector, SA Estonian Business School Management Board
Reference documents EBS Administrative Procedures, job descriptions

External quality assurance and assessment

Purpose – to obtain assurance that EBS operates in accordance with Estonian and international standards of quality assurance.

Standard and guidelines

- EKKA (Estonian Quality Agency for Higher and Vocational Education) Guide to Institutional Accreditation
- Assessment Criteria for Regular Evaluation of Research and Development
- ESG 2015 (Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium)
- EPAS Standards and Criteria
- EQUIS Standards and Criteria
- CEEMAN IQA Accreditation Framework and Standards

Responsible organisations

- EKKA (Estonian Quality Agency for Higher and Vocational Education)
- Estonian Research Council
- International quality organisations: EFMD, CEEMAN, AMBA (Association of MBA), AACSB (Association to Advance Collegiate Schools of Business) etc.

Activities

1. Institutional accreditation

1.1. Institutional accreditation of Estonian universities (compulsory)

Responsible organisation
EKKA (Estonian Quality Agency for Higher and Vocational Education)
Persons responsible
Rector or appointed staff-member(s)
Assessors
International assessment committee, Higher education assessment committee
Reference documents
Higher Education Act, Standard of Higher Education, Guide to Institutional Accreditation, Guidance-material-for-self-report for Institutional Accreditation, self-evaluation report, assessment report
Validity
Up to 7 years

1.2. International institutional accreditation (in accordance with EBS decision)

EQUIS

Responsible organisation
EFMD
Persons responsible
Rector or appointed staff-member(s)
Assessors

Peer Review Team, EQUIS Awarding Body
Reference documents EQUIS Standards and Criteria, SAR, Peer Review Report
Validity 3 or 5 years

CEEMAN IQA

Responsible organisation CEEMAN
Persons responsible Rector or appointed staff-member(s)
Assessors Peer Review Team, CEEMAN Accreditation Committee
Reference documents IQA relevant documents, SAR, Peer Review Report
Validity 6 years

1.3. International accreditation of programmes (in accordance with EBS decision)

EPAS

Responsible organisation EFMD
Persons responsible Rector or appointed staff-member(s)
Assessors Peer Review Team, EPAS Accreditation Board
Reference documents EPAS Standards and Criteria, SAR, Peer Review Report
Validity 3 or 5 years

2. Regular evaluation of research and development (compulsory)

Responsible organisation ETAg (Estonian Research Council)
Persons responsible Rector or appointed staff-member(s)
Assessors International evaluation committee, Minister of Education and Research
Reference documents

Organisation of Research and Development Act, Higher Education Act, Assessment Criteria for Regular Evaluation, self-analysis report for regular evaluation, evaluation report of the assessment committee

Validity

Up to 7 years

APPENDICE (list of reference documents of internal quality assurance and assessment in order of appearance in the text)

Regulations

1. ESG 2015 (Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium)
2. EPAS Standards and Criteria
3. EQUIS Standards and Criteria
4. Guide to Institutional Accreditation: Standards and Guidelines for Institutional Accreditation
5. Higher Education Act
6. Standard of Higher Education
7. Statute of SA Estonian Business School
8. Statute of Estonian Business School
9. Estonian Business School development plan 2019-2023
10. Action plan for realising the Estonian Business School Development Plan 2019-2023
11. Programme Statute
12. EBS university Admission Rules
13. EBS Admission Requirements
14. EBS admission plan
15. Academic Regulations
16. Syllabi
17. Assessment guides
18. APEL procedures
19. Code of Academic Ethics
20. Guides related to mobility
21. Assessment guides
22. Internship regulations
23. Employment Rules for the Academic Staff at Estonian Business School
24. Statute of Scholarship
25. Formatting of Student Papers in Estonian Business School (Style Guide)
26. The Manual of Compiling and Defending the Final Theses
27. EBS Criteria for the Assessment of Theses
28. Final Exam programme
29. Statute of Research and Development Council
30. Protocols of Research and Development Council
31. Individual plans of research and development work
32. Common principles of developing Doctoral studies (Universities Estonia, 2020)
33. Code of European management and business related Doctoral studies practice
34. Doctoral studies contract between EBS and the Ministry of Education and Research
35. Principles of Doctoral Studies and the Defence of Doctoral Theses
36. Formatting of Doctoral Theses in EBS
37. Evaluation Procedure of Doctoral students
38. Individual plans of Doctoral students
39. Development Plan of EBS Library
40. SA Estonian Business School Work Organisation Rules

ESTONIAN BUSINESS SCHOOL

- 41. EBS Administrative Procedure
- 42. SA Estonian Business School Principles and Procedure of Internal Audit
- 43. Job descriptions
- 44. Guidance-material-for-self-report for Institutional Accreditation
- 45. Institutional Accreditation self-analysis report
- 46. Institutional Accreditation assessment report