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RULES

ON THE STRUCTURE AND OPERATION

OF THE SYSTEM FOR EDUCATION QUALITY

ASSESSMENT AND MAINTENANCE

IN THE VENLO UNIVERSITY

ACADEMIC STANDARD FOR EDUCATION QUALITY

OF THE VENLO UNIVERSITY B.V.

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The lecturers, students, disciplines and academic standards are objects of the **system for education quality assessment and measurement** in the Venlo University. Within this system, in addition to all other forms of interrelations, they are subject to **assessed – assessors** relationship.

The system for education quality assessment and maintenance is a subsystem in the management of the Venlo University, which is established by virtue of article 6, paragraph 4 of the Higher Education Act:

“The higher education establishment ensures the quality of education and researches through an internal system for education and academic staff quality assessment and maintenance, which comprises survey of students’ opinion. The aim of the system is to control, maintain and manage the quality of education in the offered fields of higher education and professional trends, as well as of the academic council. The functions and the structure of the system for quality maintenance, as well as the terms and conditions for surveying the students’ opinion and the way for announcement of its results are set out in the rules on the operation of the higher education establishment”.

The DUTCH regulations also provide that *“the issue of education quality is a subject matter of special wording (ordinance, part of ordinance or another official document binding for the higher education establishment), which sets out the elements of the quality and the structures for its maintenance and control”.*

In article 30 of the Higher Education Act (article 30, paragraph 1, item 15) the introduction of such system is assigned to the Academic Council, which *approves the system for education and academic staff quality assessment and maintenance in compliance with article 6, paragraph 4.*

Similar wording is provided for in the Rules on the Structure and Operation of the Venlo University, whereas the Academic Council *“adopts the system for education and academic staff quality assessment and management and exercises control on its implementation and improvement.”*

The Venlo University considers the quality as a supreme value in all its aspects. Therefore, the system, being subject matter of this legal act, is an important management element thereof.

1. PURPOSE OF THE SYSTEM FOR QUALITY ASSESSMENT AND MAINTENANCE (SEQAM)

Article 1. (1) The system is intended to control, maintain and improve the quality of education and academic staff in the Venlo University (hereinafter referred to as “the University”).

Here quality means *multidimensional set of properties and features of the object (academic standard, discipline, lecturer), which enables it to satisfy defined or supposed requirements thereto that might change dynamically.*

The system is a mean for intra-university accreditation of the academic standards and for internal audit of different objects to assessment.

Quality may be measured in quantitative units, depending on the affecting factors as set out in the introduced measurement scale.

2. AIM OF THE SYSTEM FOR EDUCATION QUALITY ASSESSMENT AND MAINTENANCE

Article 2. (1) The aim of SEQAM is to enable the University to achieve and control a quality of education compliant to the European traditions and standards in higher education combined with EU pragmatism.

The aim is set out in details for each object of assessment in the Program and Department Councils by defining the requirements thereto.

3. APPROACHES TO ACHIEVE THE SYSTEM AIMS

Article 3. (1) The following approaches are applied for quality control, improvement and maintenance:

3. **Definition of requirements** to the education object and **rules of procedure thereof**, control of their observance and comparison between **achieved results** and defined requirements; the better the quality the less and more quickly surmountable the difference between the requirements and the expectations, on one hand, and the results achieved by the education object, on the other hand.

4. **Objectification of subjective assessments** of quality through multi-criteria quantitative methods for its assessment; definition of adequate sources of information and indicators for assessment, as well as modelling of aggregate assessment of quality through multi-factor models.

5. **Motivation of participants** in the education process to achieve high quality through:

- a. feedback between assessed quality and remuneration of the one who has achieved it (lecturer, official, student);
- b. visibility of assessments of achieved quality.

Such feedback should bind the system itself to work efficiently and to improve itself.

The structure of this legal act follows the logic of the above approaches.

4. FUNCTIONS OF THE SYSTEM FOR QUALITY ASSESSMENT AND MAINTENANCE

Article 4. (1) The functions of the System for quality assessment and maintenance are as follows:

Studying and expedient use of foreign and national experience in education quality;

Collection, verification and processing of data for the quality of provided education and its subjects;

Development of criteria, indicators, sources of information, methods and models for quality assessment;

Carrying out regular internal reviews of the academic standards;

Carrying out regular internal reviews of the disciplines;

Assessment of lecturers and proposal for remunerations, depending on the quality they have achieved;

Validation of assessments made by the system and realisation of their consequences;

Publication of review results and dissemination of good experience within the University;

Self-discipline of the academic and management staff in the University.

The University requirements for quality addressed to the object of assessment are contained in the Rules on structure and operation of the Venlo University and in other regulations which derive from them, as well as in the present Rules.

5. DEFINITION OF REQUIREMENTS TO THE ACADEMIC STANDARD Article

5. Academic documents for each academic standard comprise:

a. qualification description;

b. curriculum;

o academic standard of educational-qualification degree;

p academic standards of studied disciplines.

Article 6. (1) **The qualification description** of the academic standard contains the required knowledge, skills and professional competences within the scope of the standard in compliance with:

o the trends for development of the specialty in medium- and long-term period;

p the mission and the values of the University.

6. The qualification description is structured in the following sequence:

1. education values of the specialty;
2. knowledge and skills required for successful professional work;
3. general theoretical training;
4. specialised training;
5. facultative training;
6. professional competences;
7. general skills;
8. special skills;
9. fields of professional realisation of the graduate under the standard.

7. The quality of the qualification description is defined by the extent to which it complies with the mission of the University and the modern trends for development.

Article 7. (1) **The curriculum** of the academic standard contains the markers of its study content and comprises compulsory, elective and facultative disciplines, apprenticeships, practices and the form for completion of education (diploma thesis) located within the space of knowledge and within the time for studying them in a way that ensures the observance of methodologically justified succession in horizontal and vertical harmonisation.

The curriculum should provide conditions for achieving the goals and to ensure the preparation and competences of the students that are contained in the classification description by

1. fulfilling the state requirements for the respective education degree;
2. bearing in mind the successful realisation of the graduate students in the professional practice;
3. being aimed at the realisation of the University's mission in the respective specialty.

The curriculum contains the academic hours for each discipline and element of the study process, the form of control and credit points according to the *Credit Accumulation and Transfer System* (article 82 – 92 of the *Rules on the Structure and Operation of the University*).

1. Curricula are prepared in common format of the University and are approved in both languages – English and German.

Article 8. (1) A new academic standard may be established upon initiative of a University department/ chair, the president, the academic management, a governmental, scientific or business organisation, an enterprise from the business or a professional organisation. The initiator makes an assignment with the name of the standard where the qualification description is the main element.

(2) The academic documents of the standard are developed by an expert working group appointed by the rector. In addition to pay-roll lecturers of the University, the expert group may comprise scholars from other countries, representatives of the business and employers relevant to the specialty.

(3) Based on the qualification description, the working group prepares draft curriculum and submits it to the Academic Council Commission on Study Affairs. After being discussed in the Commission, the draft is modified by the working group according to the given comments.

(4) With a joint report of the working group leader and the chairman of the Academic Council Commission on Study Affairs, the drafts of qualification description and curriculum are submitted to the Academic Council. The Council adopts resolution for approval or return of the draft for further modifications.

(5) Upon adopting the academic documents by the Academic Council, a permanent Program Council of the academic standard is also approved, which may comprise the members of the drafting working group.

(6) Where the academic standard is of professional trend for which the University has no accreditation, the Academic Council adopts a resolution for commencement of procedure under article 81(1) 6 - b of HEA for assessment of draft for establishment of professional trend.

Article 9. The following is required for the preparation of the qualification description and the curriculum:

1. to study the academic documents of leading higher education establishments in Europe and the USA with mission and values that are similar to the University's academic standard;

2. to carry out studies for:

- a. knowledge and applicable skills of the specialty demanded in short-term aspect within the European Union as well as in the countries the students studying under such standard in the University come from;
- b. the requirements of assessment and accreditation agencies and certifying bodies in Europe.

3. In compliance with article 75, paragraph 2 of the University's Rules, the Program Council coordinates the curricula and the education under the academic standard with the one of the foreign partner university in order to avoid content issues during the transfer of students from the University for one semester abroad.

4. On the basis of the studies, the curriculum structures the knowledge, skills, values and attitudes to be obtained by the students under the academic standard, while taking in consideration the University's values and observing the *Main parameters of the curricula of the specialties in the Venlo University* as adopted by the Academic Council.

Article 10. (1) The program council defines the study content of each discipline in the form of short summaries – assignments, on the basis of which contests are announced and/or lecturers are employed under article 15(3) of the Development of Academic Staff Act, including from a partner university.

(2) After the employment of main lecturers under article 46 and article 48 of the University's Rules, the program council assigns the respective main lecturer to develop a description of the discipline in the summary form under paragraph 1 and discusses the draft they have submitted. The program council may reject the draft, make notes for modifications or adopt it.

(3) After being adopted, the draft is submitted to the Academic Council Commission on Study Affairs. With their joint report, the program council leader and the chairman of the commission submits the description of the discipline for approval by the rector and it then becomes an academic standard of the discipline.

Article 11. (1) The quantitative and legal requirements to the academic staff of the academic standard are set out in article 17, paragraph 2, item 2 of HEA, according to which lecturers under main employment agreement should read not less than half of the academic and practical classes, and the habilitated individuals thereof read not less than 70 percent of the lecture courses. Up to 30 percent of the lecture courses may be assigned to non-habilitated lecturers with education and scientific degree "doctor (PhD)".

(2) The requirements for quality of the academic staff of the academic program are set out in the *Rules on the Structure and Operation of the University* (article 44 – article 50) and the Rules on the terms and conditions for obtaining academic degrees and development of the academic staff of the University, as well as in the academic standard of the respective disciplines (item 4).

(3) The requirements to the facility and information resources for each discipline are contained in its academic standard (item 5 and item 9).

(4) The requirements to the conducting of the study process under the approved academic documents are set out in the *Rules on the Organisation of the Study Process* and its quality is assessed on the basis of its compliance with its actual course and achieved results.

6. MAINTAINING OF THE QUALITY OF EDUCATION

Article 12. For the purposes of maintaining continuous compliance with the approved requirements, the academic documents and study process are continuously monitored and controlled.

Article 13. (1) **The head of the department** is obliged:

1. to react in timely manner to all signals for all failures in the disciplines sent by the students, the academic staff or employers;

2. at least once a year, according the preliminary schedule, to have talks with the discipline main lecturers, to hear their self-assessments for the education in the discipline and to share with them all opinions and impressions received;

3. at least once a year to report the judgments and summarised impressions from received signals, held talks with discipline main lecturers to the Department Council and to propose solutions for improvement. Records are kept for assessments and observations.

(2) For the purposes of reporting the study affairs in the disciplines the department is responsible for, every semester the **Department Council** holds a meeting to analyse the implementation of the academic documents and the conducting of the study process.

Article 14. (1) At least once a year, **the Program Council leader** organises general discussion with the lecturers and heads of departments involved in the standard. According to their reports, the Program Council adopts resolutions for improvement of the study process and the academic documents of the academic standard.

(2) The meeting of the Program Council under the preceding paragraph is attended by the vice-rector in charge of study process and a representative of the Education Technology Office.

(3) **The Program Council leader** organises regular meetings with students and employers for discussing quality-related issues and reacts in timely manner to all ongoing signals for failures.

(4) **The Academic Council Commission on Study Affairs** discusses the reports of the leaders of all Program Councils and submits summarised information to the Academic Council on the basis of which the University's Annual Report is made with solutions for quality improvement.

Article 15. (1) **A change of the curricula** may be initiated by the Program Councils, departments/ chairs, the president and/or the rector. The change may be required due to:

1. The development of science, technology and professional practice of the specialty requiring flexible reactions of the University in terms of the education and preparation of students;

2. New requirements and standards of organisations and institutions outside the University (European Union, Ministry of Education, Youth and Science, international and professional organisations, etc.).

3. The need to harmonise the curricula with partner universities where part of the University students' education is conducted;

4. Contracts for joint academic standards with other universities;

5. Weaknesses of the study content found as a result of analyses and discussions within the managing bodies;

6. Students' dissatisfaction found as a result of the conducted studies and other sources.

(2) When changes in the curriculum are more serious, possible changes in the qualification description should be also discussed in order to maintain continuous compliance between them.

(3) The changes in the qualification descriptions and the curriculum are submitted with report to the leader of the Program Council and to the chairman of the Commission on Academic Affairs and are approved by the Academic Council.

Article 16. (1) The requirements to the academic standards as set out in the preceding articles are detailed by the Program Councils, according to the specificity of the standards taking in consideration the indicators for assessment as set out in *Annex 1*.

Article 17. (1) If the decisions of the Accreditation Agencies contain critical comments and recommendations, the University undertakes actions to remedy the weaknesses and reacts according to the recommendations.

(2) The leader of the Program Council, in coordination with the leaders, lecturers and students affected by the comments and recommendations, study the process and make proposal for reaction and for remedying the issues within one month.

(3) Records are kept for the proposals, standards and discussions at the respective levels.

7. DEFINITION OF REQUIREMENTS TO THE DISCIPLINE

Article 18. (1) The discipline is presented through its description pursuant to the requirements of article 71, paragraph 1, item 3 of the *Rules on the Structure and Operation of the University* and represents its academic standard.

(2) The descriptions approved under the respective procedure and fulfilling the requirements of the academic standards are the frames in which the lecturer exercises its discretion right in teaching.

(3) **The study content** of the discipline is in constant compliance with the newest and university knowledge for the discipline.

(4) Upon its assessment, the study content is compared with similar courses in the leading higher education establishments in Europe and the USA that have mission and values similar to those of the University, as well as with the needs of the professional practice for which the University students are being prepared.

(5) Upon designing and implementing the discipline in the study process, it should be taken in consideration that the following viewpoints should be **controlled and assessed**:

1. the compliance of the academic standard with the education and qualification degree it refers to;
2. the proportionality of different topics and their compliance with the requirements for updated status and satisfaction of the student and the employer;
3. the coordination with other disciplines of the academic standard in terms of concepts, knowledge, symbols and designations;

4. the type of knowledge from the respective topics (lectures, seminars, course projects and assignments, summaries and essays, etc.) and their adequacy to the needs and nature of the knowledge and skills.

Article 19. (1) The requirements to each discipline are set out in the *academic standard of the discipline*.

(2) The requirements to the disciplines are detailed by the Program Councils on the basis of the indicators for assessment as set out in *Annex 2*.

(3) During the first lecture, the discipline main lecturer announces and makes the students familiar with the description of the discipline, with the requirements to students, the level of their preliminary preparation, the examination methods and ensures that they have understood him.

8. DEFINITION OF REQUIREMENTS TO THE DISCIPLINE MAIN LECTURER AND TO THE ASSISTANT

Article 20. (1) The requirements to the **discipline main lecturers** are set out in the *Rules on the Structure and Operation of the University* (article 44) and the academic standard of the disciplines they read lectures for.

(2) Each lecturer – **discipline main lecturer** in the University:

1. Harmonises the study content and the student teaching and examination methods with that
2. of the foreign academic partner approved by the University under disciplines common or similar for the two parties for which they are nominated as main lecturers;
3. Together with the assistants and the academic partner, develops the description of their discipline according to an academic standard (article 93, paragraph 3);
4. Is familiar with the advanced university teaching technologies and is able to teach with them;
5. Uses interactive forms of study and methods that provoke students and involves them in the study process as equal participants;
6. Takes part in the designing and development (whenever needed) of study and/or research laboratory in compliance with the academic program and takes care for its updated status,
7. maintenance and operation;
8. Submits his lectures, teaching and examination tests and other teaching materials in electronic format;
9. Agrees to record videos and provides students with key lectures and discussions with students he has chosen;
10. Not later than three subsequent readings of a discipline from the bachelor's course, issues a textbook while observing the *Rules on Planning and Issuing Teaching Literature and Electronic Teaching Materials*.

Article 21. (1) Each **discipline main lecturer** continuously makes changes to the study content in compliance with:

1. the latest achievements in science and the methodology of the subject matter of the course that are being changed on ongoing basis;
2. the opinions received from students and employers as a result of surveys, discussions and other fora;
3. his own scientific results and enriched professional views and competences.

(2) The main lecturer is obliged to submit the discipline for review by the Department Council if:

1. the changes affect more than 15% of the total number of academic hours according to the approved description or if material changes in the discipline resources (new equipment or facilities provided and/or program provision for researches and study process) have occurred;
2. changes in the teaching and/or student assessment method are required.

(3) Upon the occurrence of more than 25% changes in the approved academic standard or upon motivated request of the leader of the Program Council, the discipline is submitted for approval by the Program Council.

(4) Records are kept for the changes in the academic documents for the purposes of monitoring the regularity and legality of the procedure.

Article 22. (1) The requirements to the main lecturers and assistants are detailed by the Department Councils on the grounds of article 45 of the Rules on the Structure and Operation of the University and the indicators for assessment as set in *Annex 3, 4, 5, 6*.

(2) For each lecturer the departments/ chairs adopt individual working plan reported at the end of each semester.

9. CRITERIA AND INDICATORS FOR ASSESSMENT OF ACHIEVED QUALITY

Article 23. The tools for quality control comprise the following elements:

1. **Criteria for assessment.** These are indications (*reference points, assessment control*

points) on the basis of which the quality of different elements of the education process is assessed. The global assessment of the quality of a given object takes in consideration all points from the criterion area but with different weight.

2. **Indicators (indexes) for quality** – *clarifying information “windows” to each of the criteria.* They may take in consideration the specificity of the assessment object, however in their entirety they should define the content and the scope of the respective criterion.
3. **Sources** of information for quality characterised with different awareness, independence, competence and reliability and therefore taken in consideration with different weight.
4. **Mechanisms for assessment** of quality that define the assessed-assessors relations, the ways for defining the assessments and the regularity of assessment.
5. **Validation** of assessments of quality and which are then eligible for use and publication.

Article 24. (1) The weight of the **assessment criteria** is measured with the maximum number of points that may be awarded upon assessing each of them.

- (2) **The criteria for assessment of quality of an academic standard** and the minimum and maximum number of points thereof are as follows:

1. indicators for assessment of academic standards – Annex 1;
2. indicators for assessment of disciplines – Annex 2;
3. indicators for assessment of the teaching activity of habilitated lecturers – Annex 3;
4. indicators for assessment of the teaching activity of non habilitated lecturers – Annex 4;
5. indicators for assessment of the research activity of a professor (associated professor) – Annex 5;
6. indicators for assessment of the research activity of a non habilitated lecturer – Annex 6.

Article 25. (1) The sum of the maximum number of points of one assessment is indicated in the aof each object to assessment is 100.

- (2) The obtained total (aggregate) assessment is actual if every criterion has been awarded at least the minimum number of points.

10. DETAILS FOR QUALITY ASSESSMENTS AND THEIR SOURCES

Article 26. (1) The strive for objectification of assessments suggests to seek adequate quantitative data about the indicators for assessed quality.

(2) When there are no or no quantitative data may be obtained, verbal information is used that the assessment team translates into a value less or equal to the maximum value of the respective indicator.

- (3) In terms of sources, data may be generated from:

1. *i1* – self-assessment of the object to assessment:
 - a. Program Council – for the academic standard;
 - b. Lecturer team – for the discipline;
 - c. The lecturer – when they are the object of assessment.
2. *i2* – Results from surveys among students:
 - a. Students from the academic standard in different courses, including graduating students;
 - b. Students from the discipline at the time of assessment;
 - c. Students the lecturer teaches to.
3. *i3* – Assessments by the leader of the Program Council in terms of discipline and lecturer,
respectively by the Commission on Study Affairs – in terms of an Academic Standard.
4. *i4* – Results from surveys among employers and ex-students.
5. *i5* – Results from surveys among lecturers (colleagues) in terms of a discipline or a lecturer with which they are familiar and have information.
6. *i6* – Opinion of the head of the department in terms of a discipline or a lecturer from the department.
7. *i7* – Data from the University administration.

The sources under paragraph 3 may be supplemented by other sources upon discretion of the assessment commission under article 27.

11. ASSESSED – ASSESSOR AND PERIODS OF ASSESSMENT

Article 27.

(1) Independence of the assessor in respect to the assessed is the major principle of the assessment. Upon internal assessment (internal audit) solutions for assessors without conflicts of interests are sought.

(2) Standards are assessed by a Commission chaired by the vice-rector in charge of accreditation, a leader of another academic standard of the University that has the competence in assessments, and an external specialist. A representative of the Education Technology Office services the assessment in administrative aspect.

(3) Disciplines are assessed by a Commission chaired by the leader of a Program Council for

the standard within the curriculum of which the discipline is included, a habilitated lecturer from similar discipline and an external specialist. A representative of the Education Technology Office services the assessment in administrative aspect.

4. Lecturers are assessed by a Commission chaired by the leader of the academic standard in which the lecturer reads, a habilitated individual from a department similar to the department of the assessed lecturer, and an external specialist. A representative of the Education Technology Office services the assessment in administrative aspect.

5. In terms of the review of disciplines, assessment of lecturers and standards, the rector issues an order nominating the assessment teams on the grounds of article 27, paragraph 1.

Article 28.

(1) Standards are assessed twice in one cycle between successive standard accreditations; the second time – during the year before the forthcoming accreditation.

(2) Disciplines are assessed according to a schedule approved by the Academic Council, however not less than once every three years.

(3) Lecturers are assessed on annual basis. Their assessments are taken in consideration for the attestation under the *Rules on the Attestation of Academic Staff* and upon defining their remuneration pursuant to the *Ordinance on the formation of the salaries of the academic staff*.

12. SOURCES OF INFORMATION FOR QUALITY AND ASSESSMENT MECHANISMS

Article 29.

(1) Sources of information for the quality of assessed objects *i1, i2, i3, i4, i5, i6, i7* have different awareness, independence and competence and thus have different weight (significance) in the assessment. Examples of tables with significance coefficients of the indicators as elements of the whole are provided for: an academic standard – Annex 4, a discipline – Annex 5, assessment of a lecturer – in Annex 6.

(2) The clarification of the significance of the sources *i1, i2, i3, i4, i5, i6, i7* falls in the competence of:

1. Department Councils – for assessment of the lecturer;

2. Program Councils – for assessment of the disciplines;

3. The Academic Council Commission – for assessment of academic standards;

(3) Tables with clarified significances of the sources of information *i1, i2, i3, i4, i5, i6, i7* should be coordinated with the AC Commission on Study Affairs and are signed by the rector.

Article 30.

(1) The self-assessment of the object to assessment is made under the criteria tables with indicators (*Annexes 1, 2 and 3*), and the object to assessment submits not only its preferences but also evidence in support of such self-assessments.

(2) The self-assessment for a discipline is submitted by the team in charge of the classes of

(3) such discipline.

(4) The self-assessment for an academic standard is made by a team nominated by the academic standard leader and is adopted by the Program Council.

Article 31.

(1) The forms of surveys and communication with students and for obtaining information are as follows:

1. **Ongoing surveys** carried out by the lecturer on issues they have chosen in order to receive a feedback from the audience and to find out what is the attitude to their lectures. Surveys may be electronic (in the University network) and on hardcopy.

2. **Assessment surveys** whose results are used for the assessments under this system.

3. **Meetings** of the heads of departments and academic standard leaders with students on issues relevant to the study process where their assessments according to the indicators for assessment are also discussed.

4. **Opinions of the Student Council** presented to the managing bodies in writing.

(2) Questions are stated as positive statements directly relevant to the indicators for assessment of the respective object. Students choose the answer to each statement by marking one of the options “I agree”, “I rather agree”, “I cannot judge”, “I rather disagree”, “I disagree” by answering the question how many lectures the student has attended.

Article 32.

- (1) The assessment surveys are **anonymous** and are carried out with predefined questionnaire disseminated to every student.
- (2) The assessment by all assessors is done electronically.
- (3) The vice-rector in charge of the study process issues instructions for the organization of the assessment.

13. PROCEDURES FOR VERIFICATION OF QUALITY ASSESSMENTS AND CORRECTIVE ACTIONS FOR ITS IMPROVEMENT

Article 33. (1) The results from the review (assessments) are valid if conducted under the procedures corresponding to the object of assessment as set out in the next paragraphs.

- (2) The evaluation tables under art. 24 (2) clause 1-6, generated according to the established rules, are published and approved on the internal University website prior to be used. Anyone can make notes and comments in the forum.
- (3) The evaluations concerning courses and lecturers are accepted at sessions of the Programme councils.
- (4) The evaluations concerning Curriculums are accepted by the Academic Council.
- (5) The commissions pursuant to art. 27 in the managing authority validating the evaluations, report the results from the assessment and summarize the opinions and proposals in the forum section of the website.
- (6) The managing authority accepts the final evaluations, which are published on the internal University website.

14. ENCOURAGEMENT AND STIMULATION FOR QUALITY

Article 34. (1) Incentives may moral and material expression.

(2) Incentives for lecturers comprise:

1. Adjustment of salary for the next period according to the *Ordinance on the formation of the salaries of the lecturers* according to the achieved quality assessment.
2. Initiation of procedure for promotion in academic degree;
3. Additional single material incentive;
4. Announcement of the best lecturers on the University's website;
5. Announcement of the rating of all lecturers during the assessment period;

6. Other bonuses by resolution of the Academic Council or the Board of Trustees.

(3) Incentives for leaders comprise:

1. Impact of the academic standard assessment result on the remuneration of the leader and the deputy leader of the academic standard;

2. Impact of the lecturer assessment result on the remuneration of the head, deputy head of the department/chair in which lecturers work.

3. Other bonuses by resolution of the AC.

The system for education quality assessment and maintenance is adopted at a meeting of the Academic Council of the Venlo University on 15 March 2018.