

**Private Higher Educational Establishment-Institute  
“Ukrainian-American Concordia University”**

**APPROVED**

Rector

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**REGULATIONS**

**ON INTERNAL EDUCATION QUALITY ASSURANCE  
AT THE PRIVATE HIGHER EDUCATIONAL ESTABLISHMENT-  
INSTITUTE  
“UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY”**

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## GENERAL PROVISIONS

Providing quality higher education is the fundamental objective and key performance indicator of the Private Higher Educational Establishment-Institute “Ukrainian-American Concordia University” (UACU). The UK’s Quality Assurance Agency (QAA) identifies “quality” as follows: “Academic quality describes how well the learning opportunities available to students help them to achieve their degree. It is about making sure that appropriate and effective teaching, support, assessment and learning opportunities are provided.”

The concept of “quality of higher education” has an integral multifaceted meaning, which includes teaching aids as well as the provision of the necessary professional knowledge, skills and means of productive activity of the recipient of higher education and reflects the ability of UACU to meet the needs of students and the whole society. The quality of higher education comprises the process, the content and innovation. The main indicator of “quality of higher education” is “educated human capital”, which forms the “added value” of a UACU graduate received by a student during their studies, which constitutes the difference between a student’s professional qualities and competitiveness in the labor market before and after studying at UACU. Thus, “quality of higher education” is a common product, an outcome of harmonious mutual activity (co-operation) of two stakeholders, i.e. the one who teaches (a higher education institution) and the one who studies (a student). It is the effectiveness of such co-operation and the interest of the stakeholders that the end result of such a harmonious mutual activity, which reflects the “quality of higher education”, depends on.

The criteria for quality assurance of education and higher education provided by UACU is the level of educational background and professional education of its graduates, their demand in the labor market and further career progression. An important factor in assessing the level of education provided by UACU is the satisfaction of both graduates and employers. The quality of education provided serves the benefit of both individual graduates and society.

Therefore, the System of internal quality assurance in higher education (hereinafter referred to as “The System”) may be generally defined as a set of interrelated and interacting elements of an organizational structure, definite mechanisms of responsibility, authority and procedures, as well as the processes and resources that ensure the implementation of general quality management and its compliance with the established requirements, which are enshrined in legislation aimed at ensuring high quality educational services provided by the institution.

The ultimate goal of a Quality System is to provide training of a competitive and employable graduate.

The Quality System combines, organizes and directs the activities of all structural

units of the Institute to implement high-quality professional education. The key principle of functioning of the Quality System is student-centeredness in all components of the educational process at the institute,

Other principles underlying the Quality System are:

- Openness of all processes related to the provision of educational services;
- Modern content, forms, methods and technologies of teaching undergraduate students, non-degree-seeking students and graduate students;
- Variability and flexibility in the implementation of educational programs;
- Objectivity of assessments and judgments, constant reflection;
- Practical orientation of the educational process, compliance with the needs of the labor market.

The internal system of quality assurance is implemented through such procedures and methods:

- Monitoring the quality of the educational process;
- Psychological and pedagogical support of adaptation periods;
- Constant updating and improvement of learning resources and facilities;
- Development and implementation of new educational programs as well as improvement, revision and review of curricula;
- Essential changes in the content of professional training;
- Implementation of innovative technologies and approaches;
- Continuous professional development of scholarly and teaching staff;
- Conducting an external audit of quality management by independent agencies for quality assurance in higher education.

In order to monitor the quality of education provided, UACU carries out the following:

- Competence self-analyses of the faculty and staff in accordance with the regulations and statutory documents, licensing and accreditation requirements, etc.;
- Periodical (at least two times a year) performance analyses (by subjects, majors, specialities, structural units) and the quality of students' knowledge;
- Student questionnaire surveys "Instructor in the eyes of students" when elected to position, as well as when running for the academic title Associate Professor or Professor;
- Surveys of students on the formation of certain competences in them;
- Surveys and questionnaires of employers on the quality of professional training of the institute's graduates they employ;
- Involvement of employers in examination boards.

Psychological and pedagogical support of adaptation periods is provided in the form of tutors, training sessions on communication at the start of undergraduate studies, individual work with the students who have a need in such support.

Constant updating and improvement of learning resources and facilities is implemented via:

– Annual update of syllabi with their mandatory discussion at departmental meetings;  
– Update and development of new means for the diagnostics of educational success (incl. means and procedures for on-going and terminal control, assessment, attestation). All examination cards, both semester and final examinations are developed on a competency basis;

– Mandatory provision of courses with electronic learning and teaching resources.

The system of professional development of its teaching and scholarly faculty is an integral part of the Quality System in UACU and is regulated by a separate provision.

One of essential factors of the Quality System is the implementation of the corporate standard that regulates the relationship within the team for both UACU's staff and students. This Standard is designed on the grounds of leadership service and is an integral part of public life at the institute.

All participants of the educational process have to follow the corporate rules adopted at UACU.

## **I. THE PRODECURE FOR THE ORGANIZATION OF THE INTERNAL QUALITY ASSURANCE SYSTEM OF HIGHER EDUCATION AT UACU**

**1.1.** Internal quality assurance of education at UACU is a system of professional interaction which considers all of the statutory activities of UACU as efforts to achieve academic excellence, including high-quality educational activities, quality higher education and comprehensive satisfaction of individual and societal educational needs.

**1.2.** The organization of the Internal Quality Assurance System of Higher Education in UACU is designed and functions on the basis of “The Concept of the System of Internal Quality Assurance of Higher Education at the Private Higher Educational Establishment-Institute “Ukrainian-American Concordia University”, in line with the Law of Ukraine “On Higher Education” No. 1556-VII of July 1, 2014 (Chapter V “Quality Assurance in Higher Education”), the Law of Ukraine “On Education” No. 2146-VIII of August 5, 2017 (Chapter V “Quality Assurance in Education”), DSTU (National Standards of Ukraine) ISO 9001:2015 (ISO 9001:2015, IDT) “Quality Management Systems. Requirements”, conform with the document “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)”, the regulations of the European Association for Quality Assurance in Higher Education (ENQA), as well as other prescriptive and information documents on the quality of higher education in Ukraine.

Since January 2018, UACU has been a member of the International Quality Group (CIQG) established by the Council for Higher Education Accreditation (CHEA) and shares their *seven international quality principles* of May 2015:

- *Quality and higher education providers:* Assuring and achieving quality in higher

education is the primary responsibility of higher education providers and their staff.

- *Quality and students*: The education provided to students must always be of high quality whatever the learning outcomes pursued.

- *Quality and society*: The quality of higher education provision is judged by how well it meets the needs of society, engenders public confidence and sustains public trust.

- *Quality and government*: Governments have a role in encouraging and supporting quality higher education.

- *Quality and accountability*: It is the responsibility of higher education providers and quality assurance and accreditation bodies to sustain a strong commitment to accountability and provide regular evidence of quality.

- *Quality and the role of quality assurance and accreditation bodies*: Quality assurance and accreditation bodies, working with higher education providers and their leadership, staff and students, are responsible for the implementation of processes, tools, benchmarks and measures of learning outcomes that help to create a shared understanding of quality.

- *Quality and change*: Quality higher education needs to be flexible, creative and innovative, developing and evolving to meet students' needs, to justify the confidence of society and to maintain diversity.

**1.3.** UACU is responsible for the quality of the educational services provided, resting on international and national tradition in higher education, international academic culture, integration of scientific research and educational process, its own mission, vision and values.

When developing the institutional System of internal quality assessment of higher education, UACU took into account its particular character of an international joint Ukrainian-American institution of higher education, as well as the international composition of its faculty and student population.

**1.4.** The System of Internal Quality Assurance draws upon the following principles:

- Academic freedom;
- Openness to new knowledge and criticism;
- Honesty and tolerance towards all of its members and partners;
- Autonomy of its units and all members of UACU community;
- Precision, mutual exaction and trust;
- Initiative;
- Leadership;
- Personal and societal responsibility.

## **FUNDAMENTAL OBJECTIVES**

**1.5.** The main objectives of internal quality assurance are:

- Ensuring the quality of education provided by UACU – international joint Ukrainian-

American institution of higher education, as well as the international composition of its faculty and student population – Ukraine’s leader of international education;

- Training graduates in accordance with the modern requirements of the labor market;
- Creating an innovative educational ecosystem (learning – research – professional internship – innovation) with the appropriate financial and logistical support;
- Being included in the lists of top private university business schools in Europe and the world;
- Meeting the demands of the national economy, regional economy, industries and social sector, employers, students and their parents;
- Automation and digitalization of UACU’s activities, expansion of online education;
- Development of UACU’s reputation capital.

## **FUNCTIONS**

**1.6.** UACU’s System of Internal Quality Assurance includes the following activities:

- Co-ordination of actions of all subjects of scientific-educational and educational process of UACU;
- Reasonable distribution of powers;
- Transparency of effective decision-making at all management levels;
- Student-centered / student-oriented learning, teaching and assessment;
- Creative teaching of students as free individuals (Liberal Arts Education: future career planning, formation of students’ own learning path, ensuring real electiveness of courses and places of educational and professional practice/internship);
  - Performance appraisal rating system;
  - Regular collection and processing of information on quality: teaching and learning (student surveys), research (scientific publications), teaching staff, management processes (teacher surveys), provision of educational services (surveys of graduates and employers);
  - Regular revision, review and improvement, development and implementation of modern courses and educational programs;
    - Development of teaching resources to support academic activities;
    - Ensuring academic integrity;
    - Further training and professional development of UACU’s instructors, sharing experience with international peers, mastering innovative foreign methods, techniques and technologies of university education and research;
    - Ensuring the quality of the composition of scientific and scholarly and teaching staff of UACU, the involvement of leading foreign experts for educational, vocational and professional consulting activities;
    - Implementation of innovative teaching practices, tools, forms, technologies and

methodologies;

- UACU’s public activity on promoting the tested and approved educational incentives at the national level;

- Ensuring internal communication, feedback and availability of all important information about UACU for Ukrainian and foreign colleagues – members of the UACU community;

- Communication with stakeholders: UACU Supervisory Board, UACU Alumni Association, employers, parents, public authorities, secondary and higher education institutions, NGOs and various domestic and foreign partners;

- Communication with the accreditation bodies of the Ministry of Education and Science of Ukraine and the National Agency on Quality Assurance in Higher Education;

- Internationalization of UACU.

## **STRUCTURE**

**1.7.** The responsibility for ensuring the quality of teaching and learning at UACU is borne by the following senior administrative officers, departmental heads and departments of UACU:

- UACU Rector;

- Vice-Rector; Provost for International Relations, Development and Organization; Provost for Academic Affairs; Provost for Research; Provost for Ethnopolitics and Parliamentarism;

- Dean of the Faculty (School) of Management and Business; department heads;

- Heads of structural units, accountable to Provost for Academic Affairs and Provost for Research;

- Academic Senate;

- Student self-government (the Student Council).

An important role in maintaining the current level of education provided by UACU belongs to the Council of the complex “National Dragomanov Pedagogical University – Ukrainian-American Concordia University”, guest scientists, scholars and instructors of academic research institutions and institutions of higher education, leading experts of specialized enterprises and organizations of Ukraine, which are partners of UACU in its educational activities.

## **EDUCATION QUALITY ASSURANCE**

**1.8.** Education quality assurance is carried out through:

- Ensuring the quality of management and academic processes in educational

activities;

- The use of advanced foreign experience of university education;
- Consideration of and adjusting the quality of student training.

The quality assurance of management and academic processes in UACU includes:

- The quality of organizational, methodological and logistical support of the educational process;
- The quality of teaching;
- The quality of courses and educational programs;
- The quality of student training – the quality of education;
- Graduates' compliance with the qualification requirements by specialties/majors;
- The ability of heads and managers of various management and structural units and divisions of UACU assume leadership roles, take responsibility and make managerial decisions on further improvement and development of the quality system of UACU.

UACU as an international joint Ukrainian-American institution of higher education with an international composition of its faculty and student population widely uses the experience, knowledge, skills and professional expertise not only of Ukrainian but also foreign specialists from UACU's partner universities and organizations. Foreign instructors and a large group of UACU's international friends – experts in international business, management and international economic relations – regularly deliver lectures, hold conferences and workshops for the institute's students and faculty, organize and support foreign internships and professional practice, as well as student and faculty exchange.

## **IMPROVEMENT OF THE EDUCATIONAL PROCESS, COURSE SYLLABI AND EDUCATIONAL PROGRAMS**

**1.9.** UACU has developed a set of mechanisms for interaction, distribution of powers and responsibilities in order to monitor, review and improve the educational process, training courses and educational programs:

- UACU Council for Quality Assurance in Education, which is headed by the Rector and includes all vice-rectors/provosts, in cooperation with the faculty, departments, structural units and student self-government carries out regular monitoring of the quality of education process – the teaching of courses and the delivery of educational programs through face-to-face or online survey of students. This survey is organized after the end of each academic semester and before the beginning of the examination session.

- Issues related to the quality of teaching and learning, in particular the number and quality of teaching courses by foreign experts, are within the competence of the departments. In case positive teaching practices (foreign experience) or shortcomings, positive or negative evidence of student success/performance are revealed during student surveys or examination session results screening, these issues are included in the agenda of departmental meetings



at least once a semester. Interested students can be invited to the meetings.

- Issues related to the revision, updating, improvement and development of new courses and educational programs are considered annually at the meetings of UACU's departments, faculties/schools/offices and the Academic Senate, in succession. Interested students, graduates, employers' representatives and subject specialists can be invited to the department meetings. Departments may initiate such reviews as needed: on their own initiative or as a result of student surveys, as well as on demand of external stakeholders.

- UACU's Council for Quality Assurance, Rector, all Vice-Rectors and Provosts, faculty, departments, structural units and student self-government may initiate, if required, the revision, amendments and additions to the documents and regulations that provide the educational process.

- UACU's Academic Senate, faculty management, drawing on the decisions of the departments, are responsible for maintaining feedback and proper response to the results of student surveys.

- During the examination sessions, the departments can involve external stakeholders in the examination boards – representatives of employers, successful graduates, representatives of partner organizations.

- Quality assurance of UACU education is functionally based on the principles of decentralization, autonomy and initiative of all structural units, researchers, instructors and staff. Particular attention is paid to the autonomy of instructors in the organization of course delivery, determining the principles of student work, the terms and conditions of on-going and terminal control and assessment.

- UACU has a unique opportunity to teach students in compliance with both Ukrainian standards of curricula and programs and the standards of European and American universities. Participation in joint bachelor's and master's degree programs gives students the opportunity to gain practical experience of studying at EU and US universities. These joint programs and courses are presented to UACU entrants and students systematically throughout the year.

- UACU gives students an opportunity to choose the courses to study independently, provided that the number of credits of the elective part may not be less than provided by the legislation of Ukraine.

- The Academic Office carries out regular analyses of syllabi and educational resources.

- UACU's Administration together with its Alumni Association helps students acquire soft and flexible socialization and success skills (social skills, interpersonal and communication skills).

- The Academic Senate of UACU holds joint meetings with the Alumni Association and UACU's Supervisory Council for Quality Assurance at least once a year.

## INFORMATION SUPPORT OF EDUCATIONAL ACTIVITIES

**1.10.** UACU has a website ([concordia.edu.ua](http://concordia.edu.ua)), which contains basic information about the institute's activities, structure, educational programs, partners, as well as internal electronic resources that contain teaching and learning materials, templates and other internal documents.

**1.11.** In order to display and monitor the admission campaign, UACU uses the national system of entrants' electronic offices (<https://ez.osvitavsim.org.ua/>) and Unified State Electronic Database on Education (<https://info.edbo.gov.ua/>).

**1.12.** UACU uses a system for conducting and recording lectures based on the Zoom videoconferencing platform ([www.zoom.us](http://www.zoom.us)) with the storage of video lectures on the university channel on YouTube with access via links.

**1.13.** In order to support its educational processes, UACU introduced the system "Dean's Office" – a package of programs designed to automate the planning and accounting of the educational process. The system facilitates the simultaneous informatization of UACU's structural units. In the future, it is planned to introduce its synchronization with the educational portal.

**1.14.** UACU has successfully implemented the distance learning project on the MOODLE platform ([www.uacu.edu.ua](http://www.uacu.edu.ua)) and incorporated the Google "G Suite" platform: corporate applications for productive work of students, instructors, staff, including corporate e-mail.

**1.15.** Within the framework of co-operation with the Scientific Library of National Dragomanov Pedagogical University, the UACU Library uses specialized software products that automate its activities (access to specialized databases with scientific and research materials: Scopus, Web of Science, Index Copernicus International, Statista, Polpred.com), individual services, services for remote users, placement of teaching and learning resources); provides the formation of UACU's own electronic resources with the differentiated access; provides integration of data into internal systems of UACU and external information systems.

**1.16.** Course resources and materials (syllabi, materials for preparation for lectures and workshops, other methodological literature) are presented in each of the courses in the Moodle platform, which is the main educational platform at UACU. This platform, in addition to storing and providing information, resources and materials, communication between instructors and students, also helps students to sign up for selected courses and automates the assessment processes; thus, Moodle acts as a corporate environment for teaching/learning and communicating with students at any time and from anywhere in the world.

**1.17.** UACU has developed several specialized products and projects in co-operation with its partners:

- Pearson – a library with access to selected teaching materials/ resources and fully-charged courses;
- Coursera – an online learning platform with courses in various areas (<https://coursera.org/>);
- BESLI (Business, Economics, Sustainability, Leadership and Innovations) – UACU’s scholarly research journal, which publishes articles of the world’s leading experts (<https://www.besli.org>). Open Journal System;
- EyePass – a program for proctoring and learning that enables to reflect the quality of students’ knowledge as well as their involvement in the educational process in academic integrity.

**1.18.** When teaching such courses as “Finance”, “Accounting”, “Money, Banking Systems and Financial Institutions”, “Country Studies”, etc., UACU instructors use relevant software application suites, e.g.: MathCAD, MS EXCEL, Project Expert, MS Access, “1С Бухгалтерия” (1C Accounting), automated workstation “Finansyst” (Financier), «MathLab», «GPSS», «Mathematica», «VAR Analysis». With the help of the Project Expert package, students build financial and investment models of banking activities, i.e. develop a detailed financial plan and determine the need for funds for the future; define the scheme of financing of an enterprise/institution and estimate the opportunities of effective attraction of means from various sources; draw a plan for enterprise development or the implementation of an investment project; identify the most effective marketing strategy that ensures the rational use of material, human and financial resources. With the help of the Financier workstation, students learn to perform financial analysis on the examples of specific business entities, calculate the dynamics and structure of financial indicators, make business plans, calculate their feasibility and effectiveness. MathCAD and MS EXCEL teaches students to use the economic and mathematical apparatus in modeling the economic activity of the enterprise, to calculate and manage risks, etc.

**1.19.** UACU is authorized to use information and library resources of its foreign partner universities, including: [Open Textbook Library](#) (the University of Minnesota Crookston, USA), online learning platform BlackBord (Indiana Wesleyan University, USA), information and library resources of a number of German universities (the University of Koblenz-Landau, Trier University, the University of Applied Sciences Worms).

**1.20.** Information support of UACU’s educational activities in the field of higher education meets the technological requirements for licensing conditions for this type of activity.

## **ASSESSMENT OF DEGREE-SEEKING STUDENTS, SCHOLARLY AND TEACHING STAFF OF UACU**

**1.21.** Assessment for the students’ knowledge and progression is carried out in

accordance with the UACU's Regulations on the Rating System of Student Assessment. The system for degree-seeking students' knowledge and progression includes three types of control, i.e. on-going, terminal (final) and attestation.

**1.22.** Forms, methods, procedures and criteria for on-going and terminal assessment are defined in the syllabi and the rating system of learning outcomes assessment.

**1.23.** Assessment and evaluation of the achievements of UACU's scholarly and teaching staff is carried out in accordance with the Regulations on the Annual Rating Evaluation of the Scholarly and Teaching Staff Activities.

**1.24.** The ratings are published regularly (once a year) on the official UACU website.

**1.25.** Every year UACU conducts a competitive evaluation of the creative activities of the teaching staff in order to support and encourage the development of their teaching skills, public recognition of the best instructors who have high achievements in scholarly and educational activities. UACU staff and students take part in the assessment.

## **ENSURING PROFESSIONAL ADVANCEMENT OF SCHOLARLY AND TEACHING STAFF**

**1.26.** Professional development (professional advancement) of scholarly and teaching staff is purposeful continuous improvement of professional competencies and pedagogical skills, which are essential to master the tasks that contribute to improving the quality of management, teaching, methodological, scientific, innovative, creative and educational activities of UACU.

**1.27.** Teacher training (professional development) is aimed at mastering innovative teaching methods and techniques, as well as developing syllabi in compliance with European standards.

**1.28.** Scholarly and teaching staff develop professionally in accordance with the Regulations on Professional Development of UACU Teaching and Scholarly Staff: at UACU, other institutions of higher education, relevant scientific, research and educational institutions and organizations in Ukraine and abroad – at least once every 5 years.

## **DOCUMENTS REGULATING QUALITY MANAGEMENT OF UACU'S EDUCATIONAL ACTIVITIES**

**1.29.** The quality of the educational process at UACU is regulated by the following documents:

- Regulations on the organization of the educational process.
- Regulations on the management of educational (professional) programs.
- Concept of the system of internal quality assurance of higher education.

- Regulations on student self-government.
- Code of academic integrity and corporate ethics.
- Regulations on professional development of teaching and scholarly staff.
- Regulations on the rating system of student assessment.
- Regulations on the annual rating evaluation of the scholarly and teaching staff activities.
- Regulations on work with foreigners.
- Regulations on the test-center.
- Regulations on the guarantor of the educational program within speciality.
- Regulations on academic mobility.
- Regulations on the Academic Senate.
- Regulations on the appeal committee.
- Regulations on distance learning.
- Procedures for academic backlog or failure settlement.
- Internal code of conduct.
- Rules for the application of economic, legal and organizational issues of employee remuneration (extract).
- Internal code of conduct for students.
- Other regulative documents.

**1.30.** The documents were published in accordance with the rules on access to public information.

### **ASSURING PUBLICITY OF INFORMATION ABOUT UACU, EDUCATIONAL PROGRAMS, DEGREES OF HIGHER EDUCATION AND QUALIFICATIONS AWARDED**

**1.31.** Publicity of information on UACU’s activities is ensured in accordance with the Law of Ukraine “On Higher Education”, the Order of the Ministry of Education and Science of Ukraine No. 166 of February 19, 2015 “Some Issues of Disclosure of Information about the Activities of Higher Education Institution”.

**1.32.** The information is published on the official website of UACU, which contains basic information about its activities (structure, licenses and certificates of accreditation, educational, educational-scientific, publishing, certification (scientific staff) activities, educational and scientific departments and their composition, rules reception, contact information, etc.).

**1.33.** The information to be disclosed (published) on the official website of UACU is systematically reviewed and updated.

## **ENSURING AN EFFECTIVE SYSTEM FOR DISCLOSURE OF ACADEMIC DISHONESTY IN GRADUATION QUALIFICATION THESES OF DEGREE-SEEKING STUDENTS**

**1.34.** Measures to prevent and detect academic dishonesty are carried out in accordance with the Code of Academic Integrity and Corporate Ethics.

**1.35.** According to the Code, all final (graduation) qualification theses of degree-seeking students are checked with the help of special software, including Internet systems, as well as with the use of Internet search services. The use of any method of verification does not preclude the use of other method(s).

### **II. PROCEDURE FOR IMPLEMENTATION AND APPLICATION OF THE INTERNAL QUALITY ASSURANCE SYSTEM OF HIGHER EDUCATION AT UACU**

**2.1.** The System of Internal Quality Assurance of Higher Education at UACU comes into force immediately on its approval by the UACU Rector.

**2.2.** The System is open and may be adjusted or amended in order to increase the efficiency of its application.

**2.3.** All UACU staff, students, partners and friends involved in the educational activities of UACU may submit to the Academic Senate their proposals aimed at improving or enhancing the System.

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