

Faculty of Economics and Business Sciences Pompeu Fabra University



Certificate for Quality in Internationalisation

Assessment report

Faculty of Economics and Business Sciences

Pompeu Fabra University

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Glossary

EHEA	European Higher Education Area
HE	Higher education
QA	Quality assurance
UPF	Pompeu Fabra University
FEBS	Faculty of Economics and Business Sciences
SID	System for Management
IQAS	Internal Quality Assurance System
IRS	International Relations Service
GSE	Graduate School of Economics
AQU Catalunya	Catalan University Quality Assurance Agency

1. Executive summary

The Faculty of Economics and Business Sciences (FEBS, The School)) of Pompeu Fabra University (UPF) has been assessed by AQU Catalunya (AQU). This assessment procedure took place within the framework of the Certificate for Quality in Internationalisation project. AQU convened an assessment panel which studied the self-evaluation report and undertook a site visit in Barcelona on the 11th May 2014.

The panel assessed the internationalisation strategy and its operative implementation against five assessment standards and three criteria for each standard. Each standard was rated unsatisfactory, satisfactory, good or excellent reflecting in a summative way the findings for the underlying criteria. Where appropriate the panel provided recommendations for improvement.

The following summary briefly covers all five standards:

Standard 1: Intended internationalisation

This standard is substantiated by the three criteria “supported goals”, “verifiable objectives” and “measures for improvement”. The panel had to deal with the problem that an explicit internationalisation strategy has only been published by Pompeu Fabra University (UPF) while the Faculty of Economics and Business Sciences (FEBS) has listed rather general School-specific internationalisation objectives for the purpose of the self-evaluation report (SER) only. The School does not periodically evaluate its international activities and achievements, either. Therefore the panel recommends establishing a clear correspondence between the internationalisation goals of the School and precisely defined objectives which can be conceived of as steps toward the achievement of these goals. In addition, a monitoring process should be put into practice that allows continuously assessing the viability of the goals and objectives and the effectiveness of the measures taken.

The panel comes to the overall conclusion regarding **Standard 1: Intended internationalisation** that despite the difficulty of separating the specific internationalisation goals of the School of Economics and Business Sciences from the institutional goals of UPF the panel regards FEBS to be the driving force behind the development of the impressive international dimensions of UPF’s teaching and research activities. If the School would use periodic evaluations of its internationalisation strategy as a controlling device it could set an example for the successful implementation of quality assurance and development in internationalisation. In spite of the further draw back resulting from the lack of systematic checks of the efficiency and effectiveness of the

Schools internationalisation strategy **the panel assesses Standard 1: Intended internationalisation as satisfactory.**

Standard 2: Action plans

The underlying criteria for the assessment of this standard are “fitness for purpose”, “dimensions” and “instruments and resources”.

The Faculty’s internationalisation policy is based on the general UPF strategy outlined in the “UPF 25 years” strategy plan and the corresponding UPF action plan. FEBS’s internationalisation activities are concentrated on student exchange, international internships, international extra-curricular activities and on fostering the acquisition of foreign languages, in particular English as the main language of academic communication. With regard to **Criterion 2b: Dimensions** the panel concludes that the School’s internationalisation plans include all the relevant dimensions in a suitable manner, but has no clear idea of “learning outcomes”.

The panel recommends for the Faculty to take advantage of the large number of international students at UPF in order to develop a programme of internationalisation at home so as to provide immobile students with an enhanced experience of international orientation. The panel further notes that the institution’s internationalisation plans are complemented by specific institution-wide instruments and adequate resources. However, the panel recommends to the Faculty to build its own internal quality assurance system which should include the organisational means and personnel resources to further develop and monitor its internationalisation strategy.

The panel’s overall conclusion regarding **Standard 2: Actions plans** reads: The panel deems all the underlying criteria of this standard to be met. **It therefore assesses Standard 2: Action plans as good.**

Standard 3: Implementation. The underlying criteria are “information system”, “information driven management” and “realisations”. The panel attests that the institution has a functional management information system which it uses to collect and process relevant information regarding internationalisation. However, the panel recommends gathering more information which is relevant for strategic actions in addition to the already collected data for operational purposes. Concerning **Criterion 3b: Information driven management** the panel notes that the Information System for Management (SID) is used by faculty management to generate reports and evaluate the achievement of the School’s objectives, which are derived from the strategic goals of the university. To this end the faculty uses data on study abroad terms, teaching language preferences, and course evaluations. Quality assurance measures for the improvement of the overall system have not been implemented yet. Moreover, at faculty level the intended and expected outcomes are not defined. Therefore, from a faculty perspective the management should

use the information more efficiently in order to manage the internationalisation activities. The panel further observed that the faculty demonstrated the realisation of its internationalisation plans to some extent through documented outcomes and results. However, the panel recommends publishing all evaluation reports in English in order to make them accessible for all stakeholders of the faculty. Moreover, the panel suggests broadening the scope of the assessed and evaluated standards of internationalisation to include the international and intercultural learning experiences the students have experienced during their studies in Barcelona.

The panel comes to the **overall conclusion regarding Standard 3: Implementation** that FEBS at UPF uses a functional management information system, processes information for the management of its internationalisation activities, and documents in the reports of the faculty the extent to which its internationalisation plans have been realised. Consequently, the panel deems all of the underlying criteria of this standard to be met and **assesses Standard 3 as satisfactory.**

Standard 4: Enhancement. The underlying criteria for the assessment of this standard are “internal quality assurance”, “approaches for enhancement” and “stakeholders involvement”. The panel was pleased to see that international orientation is embedded in all the activities of UPF but at the same time it regretted to note that internationalisation is not a specific item in the integrated internal quality assurance system of the institution. The panel concludes that although the Faculty of Business Sciences and Economics uses an internal quality assurance system of the university which covers most internationalisation dimensions and activities FEBS should have a more specific role in establishing its own internationalisation objectives; it should be involved in the formalisation of the mechanisms and procedures which monitor and ensure its achievements.

The panel was satisfied to see that internationalisation approaches are part of the institution’s regular quality assurance and enhancement activities. However, the panel recommends to better specify the plans for improving and monitoring internationalisation at FEBS. The relationship between mobility policy and the achievement of specific learning outcomes should be given more attention.

The panel has checked that internationalisation is embedded in the quality assurance activities of UPF and in the teaching and learning activities at FEBS. The faculty and staff are concerned with the improvement of these activities. Students and external stakeholders are also aware of the relevance of internationalisation. Nevertheless, the IQAS of UPF has some shortcomings in its formalisation at faculty level, as it is managed at headquarters with a homogeneous design for all faculties while FEBS is generally one step further ahead in internationalisation.

In summary, the panel deems the underlying criteria of this standard to be met. The use of indicators in the measurement of internationalisation, the involvement of the faculty in the

establishment of partnerships with foreign universities and the policy regarding the recruitment of the international faculty can be referred to as an international example. The panel is convinced that these aspects can be regarded as an exemplary practice and **it therefore assesses Standard 4: Enhancement as good.**

Standard 5: Governance

The criteria against which this standard is assessed are “responsibilities”, “effectiveness” and “responsiveness”.

At UPF the responsibilities for internationalisation are embedded in the governance structure and management procedures throughout the institution.

At School-level the Dean initiates and coordinates all international activities – with major support from the Mobility Coordinator. On the other hand, vertical coordination does not seem to be well developed. However, on the basis of three surveys of UPF’s international exchange programmes the Vice-Rector for international relations, the IRS, the Dean, the Mobility Coordinator and the International Relations Director have met in order to draw conclusions from the results of these evaluations.

With respect to the responsibilities regarding internationalisation the panel concludes that they are clearly defined and allocated. Nevertheless, the panel sees possibilities for improvement if the School would be granted more autonomy in developing its own international strategic options.

Its success in international research cooperation, student exchange, strengthening the international composition of the teaching staff, language policy, and the internationalisation of the educational curricula is proof of the effectiveness of the School’s organisational structure and management.

The panel concludes that the organisation and leadership of the School effectively underpin the realisation of its internationalisation goals thus setting an example for many higher education institutions in Spain and abroad.

The panel was pleased to learn that FEBS is an active and successful driver of internationalisation at UPF that readily takes advantage of new opportunities to improve and expand its international relations. For Catalonia and even for Spain it is an exemplification of an expedient internationalisation policy.

From the written material provided by the Faculty of Economics and Business Sciences at UPF and from the on-site talks the panel gained the impression that the School’s governance structure and management procedures are fully in line with the Standard’s underlying criteria. With respect to the involvement of stakeholders and the organisation of the international student exchange the School’s practice can be regarded as an international example.

The panel therefore assesses Standard 5: Governance as good.



On the basis of the findings with respect to the five Standards of Internationalisation the panel came to the final conclusion that - based on its internationalisation goals - the institution has successfully implemented effective internationalisation activities which demonstrably contribute to the quality of teaching and learning.

The panel assesses the overall level of internationalisation at the Faculty of Economics and Business Sciences (FEBS) of Pompeu Fabra University, Barcelona, as good and recommends to the Steering Group and the ECA Management Group to award FEBS the Certificate for Quality in Internationalisation.

2. The assessment procedure

This report is the result of the assessment of the Faculty of Economics and Business Sciences (FEBS) of Pompeu Fabra University (UPF). The procedure was coordinated by AQU Catalunya (AQU). The assessment procedure took place within the framework of the Certificate for Quality in Internationalisation project.

The assessment procedure was organised according to the Frameworks for the Assessment of Quality in Internationalisation published by the European Consortium for Accreditation (ECA).

Assessment standards and assessment scale

The framework for the assessment of quality in internationalisation at institutional level consists of five standards:

- 1: Intended internationalisation
 - 1a: Supported goals
 - 1b: Verifiable objectives
 - 1c: Measures for improvement
- 2: Action plans
 - 2a: Fitness for purpose
 - 2b: Dimensions
 - 2c: Instruments and resources
- 3: Implementation
 - 3a: Information system
 - 3b: Information-driven management
 - 3c: Realisations
- 4: Enhancement
 - 4a: Internal quality assurance
 - 4b: Approaches for enhancement
 - 4c: Stakeholders involvement
- 5: Governance
 - 5a: Responsibilities
 - 5b: Effectiveness
 - 5c: Responsiveness

Judgment by the panel is provided for each standard and each underlying criterion in. All standards have the same weight.

The final assessment of each Standard is made on a four-point scale: Unsatisfactory, Satisfactory, Good and Excellent.

An Institution gets the Certificate when at least 3 standards are assessed as good or excellent and there is no standard assessed as unsatisfactory.

A panel of experts was convened by AQU. The assessment panel consisted of the following members:

Dr rer pol Rainer H. F. Künzel

Former President of Osnabrück University (UOS) and retired Professor of Higher Education Management and Policy

Dra Gemma Rauret Dalmau

Emeritus Professor of Analytical Chemistry at the University of Barcelona (UB)

Dr Eugenia LLamas, MA PhD

International expert (France) Commission des Titres d'Ingénieur (CTI)

Christian Wilk, MSc, Frankfurt School of Finance and Management

The composition of the panel reflects the expertise deemed necessary to fulfil the criteria of the Assessment Framework. The individual panel members' expertise and experience can be found in Annex 1: Composition of the assessment panel. All panel members signed a statement of independence and confidentiality. These signed statements are included in Annex 2: Statements of independence. The procedure was coordinated by **Came Edo**, Project Manager at AQU

The assessment panel studied the self-evaluation report and annexed documentation provided by the institution. Before the site visit the panel requested additional information which is included in the annexes (Annex 3: Documents reviewed.) The panel organised a preparatory meeting the day before the site visit. The site visit took place on 11 May 2014. (Annex 4: Site visit programme)

The panel formulated its preliminary assessment for each standard immediately after the site visit. The judgements were based on the findings of the site visit, the self-evaluation report and annexed documentation.

The draft version of this report was finalised on the basis of the available a priori information and relevant findings of the assessment. The panel finalised the draft report on 30 June 2014. It was then sent to the Faculty of Economics and Business Sciences at Pompeu Fabra University, Barcelona, to review the report for factual mistakes. FEBS responded on 21 July 2014 pointing at a few factual mistakes and some minor issues which were accepted for correction where necessary..

The panel approved the final version of the report on 30 July 2014.

Basic information

Institution:

Type of institution:	Public University
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Status:

QA / accreditation agency:	Until 2009: ANECA
	Since 2010: AQU Catalunya (AQU)
Status period:	<p>Bachelor's degree in Business Management and Administration</p> <p>Bachelor's degree in Economics</p> <p>Bachelor's degree in Business Sciences</p> <p>Bachelor's degree in International Business Economics</p>

Additional information:

Pompeu Fabra University (UPF) was founded in 1990 by the Government of Catalonia. Its headquarters are located in the city of Barcelona, Spain.

The Faculty of Economics and Business Sciences at UPF was established at the very beginning of UPF's existence, in the 1990-91 academic year; since then it has been one of the pillars of the University. "The School's internationalization cannot be separated from the evolution of science policy in Catalonia and Spain during the last quarter of a century, as the Faculty has spearheaded all the processes of internationalization and modernization of the university system in Catalonia." (SER, p 7)

The Faculty of Economics and Business Sciences offers the following 4 Bachelor's Degrees:

Name of the Degree	Graduate students (2013)
Bachelor's Degree in Economics	101
Bachelor's Degree in Business Management and Administration	112
Bachelor's Degree in Business Sciences	104
Bachelor's Degree in International Business Economics	72

Master's degrees and doctoral programmes are offered by other institutions in what is known as the "UPF Group". For instance, the "Barcelona GSE - Graduate School of Economics" (<http://www.barcelonagse.eu>), which was founded in July 2006, supports the doctoral programmes in economics at Pompeu Fabra University.

Other Master's degrees are available at the "Barcelona School of Management" (<http://www.barcelonaschoolofmanagement.upf.edu>), which was founded in 2011 as the new graduate business school of the Pompeu Fabra University (UPF).

3. Assessment criteria

Standard 1: Intended internationalisation

Criterion 1a: Supported goals

The internationalisation goals for the institution are documented and these are shared and supported by stakeholders within and outside the institution.

Pompeu Fabra University (UPF) was founded in 1990 by the Government of Catalonia with the intention to set an example of a modern, internationally oriented public institution for the Catalan system of higher education. According to the self-evaluation report (SER) and the information provided by the Dean of the Faculty (or School) of Economics and Business Sciences (FEBS) during the meeting of the Faculty Board with the assessment panel “the Faculty has spearheaded all the processes of internationalization and modernization of the university system in Catalonia” (SER, p 7). The goals of this process are documented in the strategic document “UPF 25 years” which was prepared by the Board of Management in February 2010 for the institution’s 25th anniversary in 2015. This document does not explicitly formulate “internationalisation” as one of its five strategic goals, but it states the intention “to design an overall strategy allowing the University as a whole to attain the international presence, structure and dimension befitting the quality of its teaching and research” (UPF 25 years, p 15). In line with this general institutional vision the university strives – together with the other institutions of the UPF Group [consisting of 25 research and transfer institutes, educational institutes and spin-offs (UPF 25 years, p 10)] – to further strengthen “the international dimension of its master’s and especially its doctorate programs (in which 36% and 51% of the students, respectively, are from abroad)” (UPF 25 years, p20). To this end UPF has adapted its educational system – and continues to do so – to the structural parameters and the teaching and learning paradigm of the Bologna reform, wants to continue to capture and retain international teaching staff (ibid. p 21) and seeks to foster internships abroad. A special language programme – the “Plan of Action for Multilingualism” (PAM) – makes the acquisition of a sufficient knowledge of the English, Spanish and Catalan languages a must for all students. Explicit strategic internationalisation goals and planned actions are described in “UPF 25 years” under the heading “Cross-disciplinary internationalization axis” (pp 28, p 44).

More concrete data on the international relations and activities are given in the 2010 and 2013 reports on the ICÀRIA International Campus of Excellence Programme, a project awarded by the Spanish Ministry of Education to be developed between 2011 and 2016, that includes actions involving teaching, research, knowledge transfer and internationalisation activities in the three UPF areas of knowledge. The project prioritizes

three main actions in the field of internationalisation: a UPF International Experience project, a UPF Global Network Initiative project, and the A4U International project (a strategic partnership between four leading Spanish public universities: Universitat Autònoma de Barcelona, Universidad Autònoma de Madrid, Universidad Carlos III de Madrid, and Universitat Pompeu Fabra).

The achieved and planned internationalisation goals have been and continue to be quite challenging but reasonable. They undoubtedly have the support of all stakeholders (members of the UPF Group, Board of Trustees, Staff and Workers Committees, students, employers, alumni) since they were developed and discussed with all of them before approval and subsequent publication by the Board of Governors.

However, the SER does not make clear, which of UPF's institutional goals are especially relevant for the intended internationalisation of the FEBS. Since most of the international relations are either research-oriented or connected to the Master's and PhD-programmes they have no immediate relevance for teaching and learning at the School because the School offers Bachelor's degree programs only. These programmes have a limited international scope:

- All students must take 30 credits of English language training
- A few subjects are offered in English
- Students may devote their fourth year of studies to electives or to international mobility (worth 40 credits)
- A few courses touch upon problems of intercultural differences
- Teachers are recruited internationally (43% foreign teachers in 2013, 74% of all teachers in 2013 obtained their doctorate abroad)

The most international programme on offer is "International Business Economics" which is taught in English, includes a compulsory 20 credits stay abroad, a voluntary internship abroad, and touches upon an above average number of international topics.

The School has not published specific internationalisation goals in addition to those listed in the "UPF 25 years" strategy plan. (Ibid. p 44)

The panel concludes that while UPF has defined and published its goals of intended internationalisation the specific internationalisation goals of the School of Economics and Business Sciences are not well documented. The lack of School-specific documentation seems to be the consequence of the way the teaching activities are organised at the School (and possibly at UPF in general): All members of the teaching staff belong to a department which is responsible for research and doctoral programmes. They are hired by the Dean's Office of the School to teach in one or more of its degree programmes. Therefore it takes a special invitation by the dean to inform and convince them of the usefulness of the dean's internationalisation strategy (consequently they were not involved in writing the SER, even though they apparently do support the internationalisation process whole-heartedly). In addition, the top-down management structure of UPF leaves little autonomy to the

faculties thus limiting their competence to set their own strategic goals. On the other hand in its SER the School states: “Based on UPF institutional goals, the School sets and arranges its own objectives, while attempting to maintain consistency with the University’s strategy.” (SER, p 11)

Conclusion and recommendations

The panel thus recommends

- To a priori negotiate with the Rector the scope of School-specific internationalisation goals
- To base these goals on a broad discussion with the teaching staff hired from the departments and with the relevant stakeholder representatives and
- To publish these goals as part of a strategic plan for the further development of the School of Economics and Business Sciences

Criterion 1b: Verifiable objectives

The institution has formulated verifiable objectives that enable it to monitor the achievement of its internationalisation goals.

The School-specific objectives regarding internationalisation are listed from A to K on pp 12-14 of the SER. While all of the stated objectives have a time-line for realisation most of them have not been stated precisely enough to permit monitoring and verification. In most cases the quantitative dimension has been neglected so that performance indicators cannot be defined. The objectives are reasonable, but reaching some of them does not seem to be demanding enough (B, C, G, H, I, J) while the accomplishment of others may prove to be quite challenging (A3, D, F, K). An explicit correspondence with UPF’s and/or the School’s internationalisation goals is missing.

Conclusion and recommendations

The panel concludes that the stated objectives are verifiable in principle but the achievement of the internationalisation goals cannot be monitored through all of the objectives. Therefore the panel recommends establishing a clear correspondence between the internationalisation goals of the School and precisely defined objectives which can be conceived of as steps toward the achievement of these goals. In addition, a monitoring process should be put into practice that allows continuously assessing the viability of the goals and objectives and the effectiveness of the measures taken.

Criterion 1c: Measures for improvement

As a result of periodic evaluations of the institution's internationalisation, the successful implementation of measures for improvement can be demonstrated.

The School of Economics and Business Sciences does not periodically evaluate its internationalisation activities and achievements. However, each year a progress report on the development of all degree programmes is being produced. "The University Quality Agency of Catalonia (AQU) annually evaluates some of these reports on random basis." (SER, p 14) Internationalisation is considered to be an important aspect of the progress report and its assessment by AQU.

However, since only very few objectives are stated quantitatively monitoring and evaluating the success of measures for improvement cannot be done in a satisfactory way. Examples of measures for improvement that were provided upon the panel's request were taken from "UPF 25 years" without explanation of their relevance for the School. An "Action Plan for Faculty regarding intercultural and international learning outcomes" has sprung from classroom evaluations. Data collected by the International Relations Service and the School itself have been used to critically assess the student exchange with some of the international partner institutions and to improve course selection by incoming students.

Conclusion and recommendations

As there is no periodic evaluation of the School's internationalisation, measures for improvement cannot be derived in a systematic way and the success of ad hoc improvements has not been demonstrated. The panel therefore recommends basing the controlling of internationalisation upon periodic evaluations of the strategic and operational measures. Neither the monitoring reports on the degree courses nor the certification of UPF's internal system of quality assurance by AQU are a sufficient supplement for a periodic PDCA quality cycle (P = Plan, D = Do, C = Check, A = Act) focusing on the School's internationalisation policy. **The panel agrees that FEBS has not met Criterion 1c in a satisfactory way.**

Overall conclusion regarding Standard 1: Intended internationalization

Despite the difficulty of separating the specific internationalisation goals of the School of Economics and Business Sciences from the institutional goals of UPF the panel regards FEBS to be the driving force behind the development of the impressive international dimensions of UPF's teaching and research activities. If the School would use periodic evaluations of its internationalisation strategy as a controlling device it could set an example for the successful implementation of quality assurance and development in



internationalisation. In spite of the further draw back resulting from the lack of systematic checks of the efficiency and effectiveness of the Schools internationalisation strategy **the panel assesses Standard 1: Intended internationalization as satisfactory.**

Standard 2: Action plans

Criterion 2a: Fitness for purpose

The institution's internationalisation plans warrant the achievement of its internationalisation goals.

Internationalisation goals for UFP can be found in the UPF Action plan (Annex 5 to SER) as well as in the document UPF 25 Years strategy (Annex 1 to SER). As stated on page 17 of the self-evaluation report, the Faculty's policy is based on the general UPF strategy shown in these two documents. From the interviews conducted with the members of the administrative staff at FEBS during the site visit, it was clear that UPF sets the general rules, and each Faculty/School decides which objectives are the most suitable to be adapted to the specific needs of the Faculty/School.

The implementation of the UPF action plan (see Annex 5) is evaluated each year at university level. The Faculty puts together a report for each programme, which is sent to the International Office at the University.

The evaluation is not focused on strategy, but on specific actions. As an example, the Faculty has an active role in several different parts of the mobility programmes, which are usually carried out by the University's central services:

- a) Preparation and supervision of the exchange of students (outgoing);
- b) Preparation and supervision of incoming students;
- c) Preparation and supervision of international internships;
- d) International extra-curricular activities

The panel appreciates the project of creating an internationalisation committee at FEBS in order to facilitate the follow-up of internationalisation measures.

Conclusion and recommendations

The panel concludes that the institution's internationalisation plans warrant the achievement of its internationalisation goals. The panel recommends the internationalisation committee to be operative as soon as possible in order to guarantee the consistency of internationalisation actions at Faculty level with respect to the UPF global strategy.

Criterion 2b: Dimensions

The institution's internationalisation plans appropriately include at least the following dimensions: "international and intercultural learning outcomes", "teaching, learning and research", "staff" and "students".

The action plans at Faculty level cover all the different aspects to be expected in a global internationalisation strategy, as shown on pages 20 to 24 of the self-evaluation report.

International and intercultural learning outcomes are appropriately specified in the syllabus corresponding to the four degrees awarded by the institution (Annex 16). One of the most prominent actions concerning this dimension is the PAM (Plan of Action for Multilingualism). It must be taken into account that Catalonia is a bilingual (Catalan and Castilian) society with a very strong historical commitment and self-awareness of its cultural roots. The PAM developed by UPF aims to establish a series of initiatives and goals in order to progress towards a new trilingual outlook by strengthening and increasing the presence of the Catalan language in all spheres of activity of the University, ensuring that English achieves “working language” status at UPF, and establishing (and ensuring) the principle of “linguistic security” for students and lecturers alike, according to which the use of the announced language of academic activities is guaranteed.

As the panel had the opportunity to verify during the meetings with teaching staff and students, the so-called “linguistic problem” does not exist: basic courses are offered in several languages (at least two). There is a programme which is totally offered in English. There are courses where half the students are international, most coming from partner universities for one semester; this creates a very rich teaching and learning environment.

The acquisition of intercultural skills by students is achieved through courses offered by (?) teachers. Teachers supervise group work of students in seminars and workshops, where students group in multicultural, multinational teams. The outcomes are measured based on these multicultural teams’ academic performance. In addition, through the UPF social programme students are able to share multicultural experiences.

During the panel meeting with students it became clear that they were satisfied with the opportunities provided by both the University and the Faculty to participate in mobility schemes and to improve their linguistic skills. However, the level of internationalisation at home could be improved in order to enhance the international experience of those students who do not directly participate in mobility programmes.

As for teaching staff mobility programmes and opportunities, lecturers are encouraged to move during their free trimesters. Funding comes mainly from research projects; there is also limited funding from Departments and UPF.

Conclusion and recommendations

The panel concludes that the institution's internationalisation plans include all the relevant dimensions in a suitable manner. The panel recommends for the Faculty to take advantage of the large number of international students at UPF in order to develop a programme of

internationalisation at home so as to provide immobile students with an enhanced experience of international orientation.

Criterion 2c: Instruments and resources

The institution's internationalisation plans are complemented by specific institution-wide instruments and adequate resources.

The Faculty belongs to a wider structure (UPF) that possesses well-developed means and infrastructure which enable the Faculty to implement its internationalisation policy. All the services and equipment of UPF, as well as its human resources, capital, and support structures are put at the service of the Faculty, which is considered one of the most important units of the University.

During the panel meeting with the International Relations Service at UPF, it was clear that this IRS was actively involved in the implementation of the institution's internationalisation plans by supporting UPF's corporate relations with foreign institutions. The establishment of collaboration, joint programmes, exchanges, and educational cooperation relations is carried out on behalf of all the Faculties at UPF and, specifically, of the Faculty of Economics and Business Sciences.

At the Faculty level, the Dean's Office is responsible for internationalisation policies, but it relies on support of the central IRS. The Mobility coordinator of the Faculty is in charge of implementing the decisions taken by the Faculty Board.

Conclusion and recommendations

The panel concludes that the institution's internationalisation plans are complemented by specific institution-wide instruments and adequate resources. The panel recommends to the Faculty to build its own internal quality insurance system which should include the organisational means and personnel resources to further develop and monitor its internationalisation strategy.

Overall conclusion regarding Standard 2: Action plans

The panel deems all the underlying criteria of this standard to be met.

The panel therefore assesses Standard 2. Action plans as good.

Standard 3: Implementation

Criterion 3a: Information system

The institution has a functional management information system which enables it to collect and process relevant information regarding internationalisation.

The panel attests that the Faculty of Economics and Business Sciences at UPF has a functional management information system. According to the SER the Information System for Management (SID) is a repository for academic information and indicators, which provides management information on the degree courses depicted in the progress reports. It covers operational activities, e.g. student mobility or course language of instruction, but it does not cover a wider band of strategic activities concerning internationalisation at faculty level, as for example the academic research output in peer-reviewed journals or the number of media interviews and statements by faculty members.

The management information system enables faculty management to collect and process relevant information regarding internationalisation. It primarily collects internal data, especially on the students' achievements during their study life cycle. External data, e.g. about partner institutions, grade levels of incoming exchange students, etc., are collected for controlling purposes. This information is relevant for the implementation of internationalisation as defined at university level. However, the processed information mainly focusses on the strategic goals of the university outlined in the "UPF 25 years" strategy plan, but does not focus on specific strategic goals at faculty level.

Conclusion and recommendations

The panel concludes that the institution has a functional management information system which it uses to collect and process relevant information regarding internationalisation. However, the panel recommends gathering more information which is relevant for strategic actions in addition to the already collected data for operational activities such as the management of student mobility and the language of instruction. During the panel interviews it became clear that most improvements at the School were made on the basis of implicit quality enhancement loops and improvements, but not necessarily on the management information from the information system.

Criterion 3b: Information driven management

The institution makes use of processed information for the effective management of its internationalisation activities.

The Information System for Management (SID) is used by faculty management to generate reports and to evaluate the achievement of faculty's objectives, which are derived from the strategic goals of the university. To this end the faculty uses data on study abroad terms, teaching language preferences, and course evaluations. Quality assurance measures for the improvement of the overall system are missing. Moreover, at faculty level the intended and expected outcomes are not defined. Therefore, from a faculty perspective the management should use the information more efficiently in order to manage the internationalisation activities, because the intended and expected outcomes are not always explicitly formulated.

Conclusion and recommendations

The panel concludes that the institution makes limited use of processed information for the management of its internationalisation activities. The panel recommends defining the intended and expected outcomes based on the objectives at faculty level (e.g. in the fitness for purpose document) which were derived from the institutional goals. The faculty management has not provided the panel an explicit result-oriented outcome analysis for strategic activities besides student mobility, language of instruction, and success of exchange programs.

Criterion 3c: Realisations

The institution can demonstrate the extent to which its internationalisation plans are realised through documented outcomes and results.

The faculty demonstrated the realisation of its internationalisation plans to some extent with documented outcomes and results. Most information verifies the significant increase of student mobility, the reliability in labelling the language of instruction, and the progress made in signing double degree programmes with international business schools. These outcomes are reported in the in the mobility opportunities section of the School's yearly report, and in the recent evaluation reports provided as appendices to the self-evaluation report.

Conclusion and recommendations

The panel concludes that the institution has documented outcomes and results of its internationalisation plans. The panel recommends publishing all evaluation reports in English in order to make them accessible for all stakeholders of the faculty. Moreover, the panel suggests broadening the scope of the assessed and evaluated standards of internationalisation to include the international and intercultural learning experiences the students have experienced at the School.

Overall conclusion regarding Standard 3: Implementation

The panel found that FEBS at UPF uses a functional management information system, processes information for the management of its internationalisation activities, and documents in the reports of the faculty the extent to which its internationalisation plans have been realised. Consequently, the panel deems all of the underlying criteria of this standard to be met. The panel primarily recommends broadening the set of standard evaluations at faculty level in order to not only measure the mobility of the students, but also to document their international and intercultural experiences.

The panel therefore assesses Standard 3: Implementation as satisfactory.

Standard 4: Enhancement

Criterion 4a: Internal quality assurance

The institution's internal quality assurance system covers all internationalisation dimensions and activities.

UPF, as a whole, has in place an Internal Quality Assurance System. This IQAS has been certified by the University Quality Assurance Agency (AQU) in April 2011. This system, called 6Q, is based on a set of six items that enable evaluation and improvement in all areas related with teaching and learning. The IQAS is the same for all faculties and schools at UPF and it is used for programme monitoring at the Faculty of Economics and Business Sciences.

According to the self-evaluation report, ...”the dimension of the UPF recommends the design of an IQAS homogeneous for all courses and Departments. That is an integral system going from the central services of the University up to the secretaries of the faculties, departments and institutes, able to focus the efforts of a Faculty on the proper assessment and in the generation and tracking the actions of a given school or Department”.

International orientation is one of the features of UPF and is embedded in all its activities, but it is not a specific item in the integrated IQAS. The evaluation of the international dimension is covered at headquarters level by an annual survey carried out by the International Relations Service. This survey is focused on mobility, aims at incoming and outgoing students and covers practical aspects, academic recognition, linguistic preparation, and personal experience.

Through the documentation and the visit the panel understood that the process of integrating an international and intercultural dimension into the purpose, function and delivery of the teaching and learning activities at the Faculty of Economics and Business Science (FEBS) is one of its major concerns.

On the other hand, despite the fact that the IQAS aims at improving the quality of programs and considers internationalisation as a basic aspect thereof, the system maintains a certain separation between the goals of internalisation undertaken by academics and the IQAS mechanisms and procedures managed by the management staff. In particular, the IQAS is more focused on decision making at the institutional level than at FEBS.

Conclusion and recommendations

The panel concludes that the Faculty of Business Sciences and Economics uses an internal quality assurance system of the university which covers most internationalisation dimensions and activities. The panel recommends that the FEBS should have a more specific role in establishing its own internationalisation objectives; it should be involved in the formalisation of the mechanisms and procedures which monitor and ensure its achievements.

Criterion 4b: Approaches for enhancement

The institution utilises internationalisation approaches as part of its regular quality assurance and enhancement activities.

International orientation is present in most of the educational activities and in the improvement plans. The meeting of the panel with academics revealed that the Faculty has a great concern for increasing the delivery of courses in English as well as for giving a broad overview of the topics of study which take the perspective of different countries into account.

In regard to students, the IQAS of UPF concentrates on the mobility programmes as well as on the attraction and reception of the foreign students. The IQAS seeks to improve the conditions under which the mobility programmes are carried out.

The academic staff is especially interested in the number of programs delivered in foreign languages and the number of international students attending these programs. To this end the FEBS has signed different agreements with renowned universities and is planning to increase the number of such agreements.

UPF uses some indicators to measure internationalisation. These include the number of students involved in mobility, the number of degrees offered in an international language at bachelor's and master's level, the number of international PhD theses, the mobility of students as well as the percentage of international teachers involved in the programmes. UPF analyses these indicators periodically and takes steps for improvement.

On account of the fact that the FEBS itself does not deliver masters or doctoral degrees, these levels are not taken into account in the external assessment. This allows only a limited estimate of the ability of FEBS to attract international students.

Conclusion and recommendations

The panel concludes that internationalisation approaches are part of the institution's regular quality assurance and enhancement activities. The panel recommends to better specify the plans for improving and monitoring internationalisation at FEBS including the policy and objectives with regard to attracting foreign students. The relationship between mobility policy and the achievement of specific learning outcomes should be given more attention.

Criterion 4c: Stakeholders involvement

The institution actively involves its internal and external stakeholders in its quality assurance and enhancement activities regarding internationalisation.

The FEBS involves stakeholders in the Faculty Board by including representatives from alumni, faculty, students and staff of UPF. The same is true for the Advisory Board which consists of faculty and professionals, including employers, members of the civil society, of secondary schools, and alumni.

The panel met with members of the Faculty Board and the Advisory Board. Reportedly, internationalisation is an issue that is discussed regularly. Monitoring the internationalisation process is a responsibility of the Faculty Board. The Advisory Board relies mainly on the work done by the Faculty Board but it is helpful in finding internships abroad for the students.

Conclusion and recommendations

The panel concludes that the institution involves its internal and external stakeholders in its quality assurance and enhancement activities regarding internationalisation. The panel recommends improving the formalisation of the internationalisation issues, such as objectives, monitoring and improvement, to be discussed in the meetings involving stakeholders.

Overall conclusion regarding Standard 4: Enhancement

The panel has checked that internationalisation is embedded in the quality assurance activities of UPF and in the teaching and learning activities at FEBS. The faculty and staff are concerned with and several activities are focused on the improvement of these activities. Students and external stakeholders are also aware of the relevance of internationalisation. Nevertheless the IQAS of UPF has some shortcomings in its formalisation at faculty level, as

the IQAS is managed at headquarters with a homogeneous design for all faculties while FEBS is generally one step further ahead in internationalization.

The panel deems the underlying criteria of this standard to be met. The use of indicators in the measurement of internationalisation, the involvement of the faculty in the establishment of partnerships with foreign universities and the policy regarding the recruitment of the international faculty can be referred to as an international example. The panel is convinced that these aspects can be regarded as an exemplary practice.

The panel therefore assesses Standard 4: Enhancement as good.

Standard 5: Governance

Criterion 5a: Responsibilities

The responsibilities regarding the institution's internationalisation (goals, plans, implementation and enhancement) are clearly defined and allocated.

At UPF the responsibilities for internationalization are embedded in the governance structure and management procedures throughout the institution. As a result of the traditional multi-layer top-down governance organization of Spanish universities – of which UPF is no exception – it is the Rector's obligation to coordinate the strategic and administrative activities in the field of internationalization with the Board of Trustees, the Board of Governors, the University Senate, the Vice-Rector for international relations and the Dean of FEBS. The relevant support units at the level of the university are the International Relations Service (IRS), the International Relations Director, and the Exchange Coordinator whose position was created in the 1990s. A similar structure exists at faculty level where a Faculty Board and an Advisory Board take the role and responsibility of the Board of Governors and the Board of Trustees while a Mobility Coordinator replaces the International Relations Service and the Exchange Coordinator with respect to the mobility programs of the School. With the exception of the Board of Trustees and the Advisory Board which “ensure society's participation in the University” (SER, p 33) all governing bodies react to the Rector's initiatives at their hierarchical level of responsibility. This is also true with regard to the institution's internationalization plans and goals as well as its implementation and enhancement activities. The respective tasks and responsibilities are laid down in the statutes and regulations for the governing bodies – with relatively little “division of labor”. As far as the curricula of the educational programs are concerned – and this, of course, is true for their international dimensions as well – the ultimate responsibility rests with the Ministry of Education.

At School-level the Dean initiates and coordinates all international activities – with major support from the Mobility Coordinator. On the other hand, vertical coordination does not seem to be well developed. However, on the basis of three surveys of UPF's international

exchange programs the Vice-Rector for international relations, the IRS, the Dean, the Mobility Coordinator and the International Relations Director have met in order to draw conclusions from the results of these evaluations.

Conclusion and recommendations

With respect to the responsibilities regarding internationalization the panel concludes that they are clearly defined and allocated. Nevertheless, the panel sees possibilities for improvement if the School would be granted more autonomy in developing its own international strategic options.

Criterion 5b: Effectiveness

The organisational structure, decision-making processes and leadership (regarding internationalisation) support the realisation of the institution's internationalisation goals and action plans.

From the very beginning of its existence the Faculty of Economics and Business Sciences has accommodated internationalization in its leadership and decision-making processes. FEBS has apparently had decisive influence on the formulation of the university's strategy plan "UPF 25 years" which contains explicit goals and action plans for internationalization. Its success in international research cooperation, student exchange, strengthening the international composition of the teaching staff, language policy, and the internationalization of the educational curricula is proof of the effectiveness of the School's organizational structure and management.

Under the leadership of the Dean the head of the Dean's secretariat administers the School's mobility programs; he receives assistance from an administrative coordinator and the mobility tutors of the faculty. Incoming and outgoing students receive individual guidance and support, the quality of the School's exchange relations with international partner institutions is closely monitored, and new forms of international cooperation and exchange are constantly being developed. Not only the Faculty's Advisory Board but also the (partly external) members of the Faculty Board are active supporters of the School's internationalization strategy.

Conclusion and recommendations

The panel concludes that the organization and leadership of the School effectively underpin the realization of its internationalization goals thus setting an example for many higher education institutions in Spain and abroad.

Criterion 5c: Responsiveness

The institution can demonstrate that it readily reacts to input from within and outside the institution regarding internationalisation activities.

The development and spread of the School's international activities is closely connected with its short institutional history. The Catalan founding fathers of UPF had in mind to set up an "International Excellence Campus" which it was recognized to be by the Spanish Ministry of Education in 2010. (SER, p 7) Practically all major achievements in internationalization listed on p 37 of the SER were the result of initiatives launched by external or internal stakeholders. The number, size and composition of the governing bodies of the university and the School provide plenty of opportunities for such motions.

Conclusion and recommendations

The panel concludes that FEBS is an active and successful driver of internationalization at UPF that readily takes advantage of new opportunities to improve and expand its international relations. For Catalonia and even for Spain it is an exemplification of an expedient internationalization policy.

Overall conclusion regarding Standard 5: Governance

From the written material provided by the Faculty of Economics and Business Sciences at UPF and from the on-site talks the panel gained the impression that the School's governance structure and management procedures are fully in line with the Standard's underlying criteria. With respect to the involvement of stakeholders and the organization of the international student exchange the School's practice can be regarded as an international example.

The panel therefore assesses Standard 5: Governance as good.

Conclusion

Based on its internationalisation goals, the institution has successfully implemented effective internationalisation activities which demonstrably contribute to the quality of teaching and learning.

The panel assesses the overall level of internationalisation at the Faculty of Economics and Business Sciences (FEBS) of Pompeu Fabra University, Barcelona, as good and recommends to the Steering Group and the ECA Management Group to award FEBS the Certificate for Quality in Internationalisation.

4. Overview of assessments

Standard	Criterion	Level of fulfilment
1. Intended internationalisation	1a. Supported goals	Satisfactory
	1b. Verifiable objectives	
	1c. Measures for improvement	
2. Action plans	2a. Fitness for purpose	Good
	2b. Dimensions	
	2c. Instruments and resources	
3. Implementation	3a. Information system	Satisfactory
	3b. Information-driven management	
	3c. Realisations	
4. Enhancement	4a. Internal quality assurance	Good
	4b. Approaches for enhancement	
	4c. Stakeholders involvement	
5. Governance	5a. Responsibilities	Good
	5b. Effectiveness	
	5c. Responsiveness	

Annex 1. Composition of the panel

Chair: Dr rer pol Rainer H. F. Künzel

Retired University President and retired Professor of Economics at Osnabrück University (UOS), Germany

2004-2014 Senior-Professorship Higher Education Management and Policy, (UOS)

1990-2004 President of UOS,

1975-2004 Professor of Economic Theory, UOS,

2001-2013 Academic Director of the Central Evaluation and Accreditation Agency (ZEVA), Hanover, Germany

Dra Gemma Rauret Dalmau

Emeritus Professor of Analytical Chemistry at the University of Barcelona (UB) since September of 2012.

Professor of Analytical Chemistry at the UB since 1976.

Responsibilities at the UB: General Secretary from 1982-86, Head of the Analytical Chemistry Department (1988 -1994), Dean of the faculty of Chemistry (1994-1998). Delegate of the Rector from 2009-2012.

Responsibilities in Quality Assurance in Higher Education: Director of AQU Catalunya from 1998-2006 and Director of ANECA 2006-2009.

Dr Eugenia LLamas, MA PhD

2012-to date, Commission des Titres d'Ingénieur (CTI) International expert (France)

2010-to date, Director of International Relations at EIVP (Ecole des Ingénieurs de la Ville de Paris, France)

2006-to date, Head of the Department of Languages and International Culture at EIVP

2005-10, Head of International Relations and Erasmus co-ordinator at EIVP

2004-05, Deputy Director at ETSIT, Universidad de Valladolid (UVa), Spain

1995-2004, Head of International Relations at ETSIT (UVa, Spain)

1991-2004, Lecturer at ETSIT, English for Telecom (UVa, Spain)

1991-1996, Lecturer at Department of English Philology, English Literature (UVa)

Christian Wilk, MSc

Full-time PhD student in Finance at the Frankfurt School of Finance & Management, and Expert of the Foundation for International Business Administration Accreditation.

Christian Wilk concluded his master study programme in Economics and Business Administration at the Copenhagen Business School and his undergraduate study programme in International Business at the Maastricht University. During undergraduate and postgraduate study he experienced two exchange semesters abroad (during BSc study at the Universidad de Buenos Aires; during MSc study at the China Europe International Business School, Shanghai). Since 2010 he is actively involved in programme accreditation procedures coordinated by Foundation for International Business Administration Accreditation (FIBAA).

The composition of the panel reflects the expertise deemed necessary by the Assessment Framework. All panel members signed a statement of independence and confidentiality. These signed statements are included in Annex 2: Statements of independence. The procedure was coordinated by **Carme Edo**, Project Manager at AQU Catalunya.

Overview panel requirements

<i>Panel member</i>	<i>Man.</i>	<i>Internat.</i>	<i>Educat.</i>	<i>QA</i>	<i>Student</i>
• Dr. Rainer H. F. Künzel	X	X	X	X	
• Dra Gemma Rauret Dalmau		X	X	X	
• Dra Eugenia LLamas, MA PhD	X	X	X	X	
• Christian Wilk, MSc	X			X	X

Man.: Management experience;

Internat.: International expertise, preferably expertise in internationalisation;

Educat.: Relevant experience in teaching or educational development;

QA: Relevant experience in quality assurance or auditing; or experience as student auditor;

Student: Student with international or internationalisation experience;

Annex 2. Statements of independence

All panel members have signed the following agreement with AQU Catalunya:

AGREEMENT BETWEEN THE CATALAN UNIVERSITY QUALITY ASSURANCE AGENCY (AQU CATALUNYA) AND DR XXXXXXXX ON FULFILMENT OF THE ETHICAL CODE AND OF QUALITY AND INFORMATION SECURITY POLICY OF AQU CATALUNYA

Barcelona, 12 May 2014

5. THIS AGREEMENT IS MADE BY AND BETWEEN

Dr XXXXXX, holder of National Identity Document XXXXX, and

Dr. Martí Casadesús Fa, holder of National Identity Document 77.961.204J, director of AQU Catalunya, who acts in the name and on behalf of AQU Catalunya, by virtue of what is provided in Article 11 of Decree 93/2003, of 1st April, by which approval is granted to the Statutes of the Catalan University Quality Assurance Agency (AQU Catalunya),

6. WITNESSETH

Whereas AQU Catalunya is participating, as a full partner, in the project called Certificate for Quality in Internationalisation, and is also coordinating the pilot assessment of the Faculty of Economics and Business Sciences of the Pompeu Fabra University (UPF) in Barcelona; and

Whereas Dr XXXXXX has been appointed Expert of the of the external review panel; and

Whereas the Board of Management of AQU Catalunya has approved the ethical principles and code applicable to the Catalan University Quality Assurance Agency, and the Quality and Information Security Policy of AQU Catalunya; and

Whereas AQU Catalunya shall fulfil the duty of confidentiality with respect to all the information to which reference is made by Article 10 of Organic Law 15/1999, of 13th December, on protection of personal data, that is to say, "the persons who take part in any phase of the processing of personal data are obliged to maintain professional secrecy in relation to such data, and to fulfil the duty of safeguarding such data, which obligations will subsist even after the end of the relations of such persons with the owner of the respective file or, as appropriate, with the party responsible for same"; and

Whereas AQU Catalunya shall take the necessary measures to assure the fulfilment of the ethical principles and code of the Agency, and of the quality management and information security system in order to watch out suitably for the interests and rights of the users of the Agency's services, and to assure the establishment of trustworthy conditions for the use of the respective electronic means, and the continued provision of the respective services by means of information systems that comply with the laws and security standards in force.

Now, therefore, to assure the fulfilment of what has been set out above, the two parties hereto sign the present agreement in accordance with the following

7. CLAUSES

8. One

Dr XXXXXXXX undertakes to fulfil the rules and instructions established in the ethical code in force and in the ethical principles approved by AQU Catalunya, the laws and instructions on the protection of personal data, and what is established in the instructions relating to information security with respect to the need to maintain the confidentiality and the integrity of the information processed in the evaluation processes. These rules are available at the Agency's website.

9. Two

With respect to the protection of personal data, the following is stated:

2.1. This agreement sets the terms and conditions with respect to the obligation of the appointed person to maintain complete confidentiality with respect to the matters which come to his/her knowledge by reason of his/her functions and which may be of confidential character or which may be related to the protection of personal data (deliberations at meetings, information relating to specific institutions or persons, the duty of confidentiality with respect to the content of the files which he/she were to evaluate, etc.).

2.2. In this agreement, **personal data** is understood to mean any information that makes reference to identified or identifiable individuals; **file** is understood to mean any organised set of personal data, whatever its form or modality of creation, storage, organisation or access, and **data processing** is understood to mean the automated or non-automated technical operations and procedures that allow the gathering, preservation, recording, elaboration, modification, blocking, cancellation or assignment of data derived from communications, consultations, interconnections or transfers.

2.3. Dr XXXXXX has the duty of confidentiality with respect to the personal data with which he/she deals by reason of his/her task, to the work that he/she performs with the processing of data and to the files that he/she may use. Moreover, he/she undertakes not to communicate same to third persons and, if he/she were to have kept any copy to work on it, he/she undertakes to destroy or to return same when the contractual relationship between the two parties ends, and to apply the necessary security measures to same.

Consequently, the party who works with the content of the files or of the evaluation shall maintain the confidentiality thereof and shall avoid revealing same to any person foreign to AQU Catalunya.

10. Three

With respect to the quality management and information security system, in addition to the commitment to fulfil the rules and instructions relating to the evaluation system with which he/she may be entrusted as evaluator or expert, the importance is hereby stated of watching out for the assurance of the security of the information, which is defined in the following terms:

With respect to information in digital or physical format, Dr XXXXXX undertakes to:

- a) Comply with the rules and instructions of AQU Catalunya with respect to electronic information.
- b) Use responsibly the evaluation computer platforms to assure the integrity of the data and the confidentiality of the information associated to his/her activity.
- c) Not disclose the information that is classified as internal or restricted according to the administrative information resources map of AQU Catalunya.
- d) Safeguard the access codes to assure the identity and authenticity of the evaluator on the electronic platforms and media of AQU Catalunya.
- e) Diligently safeguard the evaluation information that AQU Catalunya delivers to him/her and to assure its destruction or return once the entrusted evaluation tasks have ended.

On a general basis, the evaluator assumes responsibility for the good use of both digital and physical documents and especially of the user password.

11. Four

In order to assure impartiality in the evaluations, the evaluator has the duty to refrain from evaluations when he/she has a direct interest in or a relationship with the file. Moreover, AQU Catalunya, for motivated reasons, will resolve any other conflict of interests that may arise and may request the evaluator to refrain from evaluation specific files.

Likewise, the evaluator shall act ethically in the activities with which he/she may be entrusted and shall notify AQU Catalunya of any irregularity that he/she observes in relation to the performance of his/her activity.

12. Five

The evaluator is hereby informed that in the event of breach of these clauses, he/she will be dismissed as evaluator, a circumstance that will entail his/her exclusion from the use of the material means and of the electronic platforms and media that AQU Catalunya has placed at his/her disposal.

Furthermore, AQU Catalunya will consider the suitability of undertaking further actions in relation to any breaches by the evaluator.

13. Six

This agreement may be modified with the express consent of both signatory parts, who will be required to express their wish to modify the agreement in accordance with the possibilities set out in the specifically applicable rules.

14. Seven

This agreement will go into effect on the date of its signing. It will remain in effect if the appointed party is appointed member of any other commission of AQU Catalunya, and it will oblige said party to maintain the confidentiality of the aforementioned data even after the lapse of the period for which said party has been appointed.

In witness whereof, the parties hereto sign this agreement, in two counterparts, in the place and on the date first written hereinabove.

For AQU Catalunya

Member external review panel

Annex 3. Documents reviewed

0. Self-evaluation report
1. UPF 25 Years Strategy
2. CEI Icaria International Project 2010
3. UPF Action Plan
4. International Relations Service. Academic year memories (3 years)
5. Ministry of Education, Culture and Sport reports
6. 1B1 Mobility specific criteria for degrees of the Faculty of Economics and Business Sciences
7. 1B2a Dean's Instructions for the Assessment' System of the Courses Taught
8. 1B2b Regulations for Subjects Taught In English
9. 1B3 Courses of international or intercultural nature
10. 1B4 Cut-Off Grades, Student Average, Dropout Rate, Performance Rate & Graduation Rate
11. 3C1 Courses/Groups taught in English
12. 3C6a Recruiting, Teaching Staff, Research Master & PhD Students
13. 3C6b 2013 Faculty Movements, Awards, Seminars & Ranking
14. 3C6c Department of Economics and Business Report 2012
15. Syllabus. Bachelor's degree in International Business Economics
16. Syllabus of the four School's degrees
17. Plan of Action for Multilingualism (PAM)
18. Welcome to Incoming Students Dossier
19. EVSOE Survey
20. Incoming students report
21. Outgoing students report
22. 3C2 Places reserved/occupied for mobility students at the Faculty
23. 3C3 Courses taken by students during a mobility stay
24. 3C4 Final Year Projects About Internationalization & International Companies
25. 3C5 Mobility Offer

26. International Exchange Agreements 2014_15
27. Internships report
28. Example of a Diploma Supplement (SET)
29. Recent Evaluation Reports (Informes de Seguiment)
30. Staff (policy) plan
31. Table Fitness for Purpose (DINA3)
32. Relevant (internationalization) action plans of faculty
33. Action plan of faculty regarding intercultural and international learning outcomes
34. QA plan or similar documents(s) [Plan of faculty for periodic evaluation of internationalization and results of such an evaluation]
35. Examples of courses in English with international contents and intercultural competences
35. Concrete versions of action plans (on p.17 SER)
37. Descriptions of the information systems SIGMA and SID
38. Evidence for high level of entry in the labor market
39. Description of faculty's internal system of quality assurance
40. Yearly survey by "International Relations Service" and "Unit of Planning and Evaluation of Studies"
41. Example for the use of a set of indicators in an evaluation of internationalization leading to a set of proposals for improvement

Annex 4. Site visit programme

Overview

Date:	12 th – 13 th May
Institution:	Facultat de Ciències Econòmiques i Empresariales – Universitat Pompeu Fabra (Faculty of Economics and Business Sciences - Pompeu Fabra University)
Location:	Ciudadella Campus. Barcelona - Edifici Mercè Rodoreda, room 23.103

Programme

12th May 2014, 16:00 – 19:00 (Universitat Pompeu Fabra. Ciudadella Campus. Edifici Mercè Rodoreda, room 23.103)

Hour	Activity	Participants
16:00 – 19:00	Coordination meeting of the assessment panel	Chair: Rainer Künzle Expert: Eugenia Llamas Student: Christian Wilk Local HEI expert: Gemma Rauret Coordinator: Carme Edo Ros, Eva Benito

13th May 2014, 8:00 – 16:00 (Universitat Pompeu Fabra. Ciudadella Campus. Edifici Mercè Rodoreda, room 23.103)

Hour	Activity	Participants	UPF participants
8:15- 8:30	Arrival of the assessment panel	- Assessment panel	
8:30- 9:30	Meeting with University Board (University and Faculty Board: Vice-Rector, Dean, Internationalization Office, Programme coordinators) <ul style="list-style-type: none"> University Welcome, introduction of the panel General discussion 	- University Board - Assessment panel	Josep Ferrer . Vice-Rector for International Relations Vicente Ortún . Dean of the Faculty of Economic and Business Sciences Angel Gil . Mobility coordinator at the Faculty Carme Pérez . Former rector's

			delegate for Linguistical Promotion and Faculty advisor for internationalization
9:30-10:30	Meeting with academic staff	- Academic staff - Assessment panel	Elisa Alòs . Lecturer and Director of Studies (IBE) Patricia Funk . Lecturer Fabrizio Germano . Lecturer Angel Gil . Lecturer and Mobility coordinator at the Faculty Fernando Guirao . Lecturer and Jean Monnet Chair Kalyan Talluri . Lecturer and ICREA professor
10:30-10:45	Coffee Break	- Assessment panel	
10:45-11:45	Meeting with students	- Students - Assessment panel	Edgar Blanco . UPF alumni (exchange Berkeley 2013-14); currently at Barclays Investment Bank. -via Skype- Oriol Abella . Outgoing (nominated Boston College 2014-15) Alexandra Beltran . Outgoing (exchange London 2012-13) Kirian Blanco . Student 's representative (ECO 2014-15) Hwan Heui Lee . Outgoing (nominated Newcastle 2014-15) Carmen Villa . Outgoing (exchange Hong Kong, 2013-14)
11:45-12:30	Meeting with International Relations Services and Evaluation Unit	- IR Services - Studies, Planning and Evaluation Unit - Assessment panel	Meritxell Cama . Mobility and reception office coordinator Lucía Conte . Director UPF Education Abroad Programs Iris Cros . International Relations Service Pau Fernández . International projects officer Ferran Lluell . International Relations Service Rosa Parra . International Relations Service Mònica Pellisé . International partnerships administrator Jordi Serret . Studies, Planning and Evaluation Unit
12:30-13:30	Lunch	- Assessment panel	
13:30-14:15	Meeting with Faculty Board Pending issues emerged during the site visit	- Faculty Board - Assessment panel	Vicente Ortún . Dean of the Faculty Gert Cornelissen . Director of Studies (ADE) at the Faculty Xavier Freixas . Head Economics & Business Department and former dean Teresa Garcia-Milà . Faculty Board and BGSE director

			Àngel Gil. Mobility coordinator at the Faculty Àngels Vallvé. President of GVC GAESCO and member of the Faculty Advisory Board
14:15-15:30	Assessment panel meeting Preparation/synthesis of findings of the assessment panel	- Assessment panel	
15:30-16:00	Presentation of findings of the assessment panel	- Panel Chair to the University Board and representatives - Assessment panel	Josep Ferrer. Vice-Rector for International Relations Vicente Ortún. Dean of the Faculty Àngel Gil. Mobility coordinator at the Faculty Meritxell Cama. Mobility and reception office coordinator Lucia Conte. Director UPF Education Abroad Programs Mònica Pellisé. International partnerships administrator Pau Fernández. International projects officer Cristina Gorgues. Head of Secretary's office Macarena López de San Roman. Quality & analysis unit Cristina Oliva. Manager's representative



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