



Funded by  
the European Union



## Quality Assurance for Reform and Transformation of HEIs in Uzbekistan - QUARTZ

Call: ERASMUS-EDU-2023-CBHE-STRAND-1 / Project Number: 101127171

# Architecture of the University's Governance and Quality Assurance System

Christina Armutlieva  
Varna University of Management

QUARTZ Training (Work Package 3)  
University of L'Aquila, 10 March 2025





# Quality of Teaching, Research, Third Mission/Social Impact and Institutional Management in University Policies and Strategies

## Policy for QA: 1.1 Criterion

The HEI has a **well-documented** and **publicly accessible** QA policy with official status and accountability, integrated in the institution's **strategic management** to serve the public interest.



# Policy for QA: 1.1 Criterion

- The HEI and its fundamental units are responsible for **fostering a quality culture**.
- **Appropriate internal structures** are established to develop and implement the QA policy, ensuring the participation of students and stakeholders.
- The HEI's organisational and functional **structure aligns** with the national HE legislation.
- In alignment with its mission, vision, goals, and objectives, the HEI **upholds a high professional level** in the i) learning and teaching activities, ii) research, innovation, and knowledge transfer activities, iii) social engagement and commitment initiatives.



# Policy for QA: 1.1 Criterion (2)

- The HEI establishes and implements a policy that strengthen **the link between research and teaching** within the national and institutional context.
- The HEI upholds **academic freedom** and fosters an environment of **zero tolerance for discrimination and academic fraud**. It has a **Code of Ethics and Academic Integrity** and **a dedicated committee** responsible for its enforcement. The institution maintains documented procedures to prevent and address fraud during examinations and plagiarism, with stats on their implementation.



# Policy for QA: 1.1 Criterion Evidence

- HEI's Strategic Development Plan.
- Internal **legislation** and documentation where the QA policy is developed and embedded.
- Official **website** of the institution.
- **Regulations, procedures, decisions**, and other documents related to internal QA of the educational process.
- **Annual reports** assessing the quality of research and innovation activities as well as social engagement and commitment initiatives.



# Policy for QA: 1.1 Criterion Evidence (2)

- An approved **Code of Ethics and Academic Integrity**, including the establishment of a dedicated Committee.
- Approved composition and Rules of Procedure of the Committee, along with annual reports on its activities.
- Annual **plans and progress reports**, published on the HEI website.
- Regulations and activities of the administrative structure responsible for implementing research results and managing intellectual property.
- Established procedures, methods, and tools for **validating the authenticity of the diplomas and dissertation works**.



# Quality of Teaching, Research, Third Mission/Social Impact and Institutional Management in VUM Policies and Strategies

- VUM QA Policies are integrated into **VUM's Strategic Management System**.
- VUM QA Policies built on **three core pillars**: i) education and training, ii) research and innovation, and iii) internationalisation
- VUM QA Policies are underpinned by the principle of **shared leadership**
- **Annual Quality Objectives** are established and adopted at VUM for each calendar year
- Annual Quality Objectives are reported through **VUM Rector's Annual Report**
- General Assembly of **VUM's Senior Academic Forum** approves the Rector's Annual Report, votes on the following calendar year's quality objectives, and reviews the report of the Quality Assessment and Evaluation Committee.



# VUM Strategic Management System

- VUM Strategic Development Plan: quality is embedded in VUM's **mission, vision, and values**, with quality assurance underpinning various of VUM's Strategic Goals
- Research and Development Strategy
- Human Resources Management Strategy
- Internationalisation Strategy
- Strategy for Development of Continuing and Vocational Training
- Marketing Strategy
- Strategy for E-learning Development and Digitalisation
- Internal Rules and Regulations.





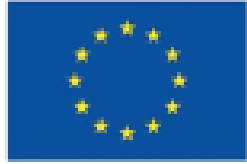
# Internal QA Legislation and Documentation at VUM

- QA System for Education and Training
- QA System for Research and Project Management
- QA for Human Resource Management
- QA System for Stakeholder Management
- QA System for Lifelong Learning
- Financial Management and Control System
- Annual reports
- URL: <https://vum.bg/bg/upravlenie-na-kachestvoto/>



# Ethics and Academic Integrity at VUM

- Code of Ethics for VUM Academic and Administrative Staff and Students
- Rule and Regulations of the Ethics and Academic Integrity Committee
- Regulations for Prevention, Detection, and Sanctioning of Unethical Student Practices
- Regulations on Conducting Research and Development
- Regulations on Intellectual Property
- Code of Ethics for Stakeholder Management
- Code of Ethics for Lifelong Learning.



Funded by  
the European Union



# Thank you for your attention!

**Quality Assurance for Reform and Transformation of HEIs in Uzbekistan - QUARTZ**

Call: ERASMUS-EDU-2023-CBHE-STRAND-1

Project Number: 101127171