

# European City University

## Internal Quality Assurance System

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### 1. Introduction

The Internal Quality Assurance System (IQAS) Policy of European City University (ECU) serves as the primary institutional reference for ensuring the quality, relevance, and effectiveness of all academic, research, and administrative operations. As a fully distance-learning institution, ECU delivers higher education programs through advanced digital pedagogy, supported by state-of-the-art learning technologies and robust student support systems. This IQAS Policy reflects ECU's distinctive character: an international, student-focused, technology-enabled university committed to lifelong learning and societal impact. The IQAS is designed to:

1. Align all academic and administrative processes with ECU's mission, vision, and core values.
2. Establish clear mechanisms for planning, implementing, monitoring, and improving quality at every level.
3. Support compliance with national and international quality standards relevant to distance and online learning.
4. Foster a culture of evidence-based decision-making and continuous improvement across the university.

The IQAS in ECU aligns with and supports the implementation of ECU's internal policies, such as:

1. Curriculum reviews guideline & policy ([IQAS1A](#)). An ECU guideline for conducting annual curriculum reviews. The policy as part of IQAS, evaluating program content, structure, and alignment with intended learning outcomes, industry trends, and international benchmarks. In addition, reviewing pedagogical approaches, including online delivery modes, interactive learning tools, and digital content. Finally, checking consistency and transparency of assessment methods, grading rubrics, and academic integrity measures.
2. ECU Lecturer Recruitment Policy and Staff Development Policy ([IQAS1B](#); [IQAS1C](#)) A formal policy governing the recruitment and selection process for lecturers and also supports continuous professional development. The policy as part of IQAS, ensuring faculty credentials meet regulatory and ECU standards. In addition, evaluating faculty's digital teaching practices, student feedback, and engagement. Finally, also assessing opportunities and participation in training programs, workshops, and continuous learning initiatives.
3. Academic Integrity and Freedom Policy and Procedure ([IQAS1D](#), [IQAS1E](#)). A policy that governs academic integrity and freedom at ECU. The policy plays a critical role in the Internal Quality Assurance System (IQAS) by safeguarding the ethical foundation of teaching, learning, and research. It ensures that all academic work is conducted honestly, transparently, and without misconduct, while protecting the rights of faculty and students to pursue knowledge freely. By embedding clear standards, preventive education, and fair enforcement processes, this policy strengthens trust in ECU's qualifications, supports compliance with accreditation requirements, and fosters a culture of accountability. As a core IQAS element, it directly contributes to continuous improvement and upholding ECU's academic reputation globally.
4. Admission Appeal Policy & MBA Transfer Policy ([IQAS1F](#), [IQAS1G](#), [IQAS1H](#), [IQAS1I](#)) The policy outlining the procedure for applicants to appeal admission decisions and also governing the transfer of student credits from other universities. Both policies are integral components of ECU's Internal Quality Assurance System (IQAS), ensuring fairness, transparency, and consistency in student entry

and mobility processes. The Admission Appeal Policy provides applicants with a formal mechanism to contest admission decisions, safeguarding equity and institutional accountability. The MBA Transfer Policy establishes clear criteria and procedures for recognising prior learning and facilitating program transfers, thereby maintaining academic standards and curriculum integrity. Together, these policies uphold ECU's commitment to accessibility, merit-based selection, and academic quality, while aligning admission and transfer practices with strategic goals, accreditation requirements, and continuous improvement within the IQAS framework.

5. ECU Alumni, Industry and Community Relations Engagement Framework ([IQAS1J](#), [IQAS1K](#)). A strategic framework for building relationships with alumni and partnerships with industry, including the community. Both frameworks play a vital role in the Internal Quality Assurance System (IQAS) by strengthening stakeholder relationships and enhancing institutional relevance. The Alumni Relations Engagement Framework fosters lifelong connections with graduates, enabling valuable feedback on program relevance and graduate employability. The Industry and Community Engagement Framework builds partnerships that inform curriculum development, support research collaboration, and provide experiential learning opportunities. Both frameworks create structured channels for continuous stakeholder input, ensuring ECU's programs remain responsive to societal and labour market needs, while reinforcing the IQAS cycle of monitoring, evaluation, and continuous improvement in education quality.
6. Comprehensive Academic Integrity and AI Misuse Policy ([IQAS1L](#)) A specific policy that governs the use of Artificial Intelligence (AI) to maintain academic integrity. The policy is a cornerstone of the Internal Quality Assurance System (IQAS), ensuring that academic work upholds the highest ethical standards in the digital era. It establishes clear guidelines to prevent plagiarism, fabrication, cheating, and inappropriate use of artificial intelligence, while promoting responsible and transparent AI integration in learning and research. By embedding preventive education, monitoring tools, and fair enforcement procedures, the policy safeguards the credibility of ECU's qualifications, supports compliance with accreditation requirements, and fosters a culture of trust. This

proactive approach strengthens IQAS by ensuring integrity, accountability, and continuous quality enhancement.

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## **2. Legal Basis and Reference Frameworks**

ECU's IQAS is developed in accordance with applicable national regulations and informed by recognized international quality assurance frameworks for higher education. In the national context, ECU operates as a legally registered hors contrat private higher education institution in France (registration code 0756485S) under the French education law, holding Qualiopi certification in Professional Training and Validation of Acquired Experience (VAE). This certification, accredited by COFRAC, confirms ECU's adherence to France's Single National Reference Framework for training quality processes. At the program level, ECU's MBA is dual-accredited by the UK's Chartered Management Institute (CMI), with rigorous curriculum mapping to the Regulated Qualifications Framework (RQF) Level 7 standards and subject to annual compliance reviews. Internationally, ECU's IQAS aligns with the European Standards and Guidelines (ESG) for Quality Assurance in the European Higher Education Area and is reinforced by memberships in reputable organizations such as EURASHE, ACBSP, and ICDE, ensuring continuous improvement and benchmarking against global best practices.

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## **3. Mission, Vision, and Core Values**

**Mission:** To provide transformative, accessible, and career-focused online education that empowers learners worldwide to achieve their professional and personal goals.

**Vision:** By 2030, ECU will be the leading global online university, recognized for its innovative teaching methods, inclusive learning environment, and strong graduate outcomes.

### **Core Values**

1. **Student-Centred Learning** – Prioritizing flexibility, engagement, and support.
2. **Innovation in Digital Education** – Continuously improving online pedagogy.

3. **Accessibility & Inclusion** - Removing barriers to education for diverse learners.
  4. **Employability** - Ensuring curricula align with emerging skills and knowledge demands.
  5. **Operational Excellence** - Delivering efficient, scalable, and sustainable online education.
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#### **4. Quality Standards and Key Performance Indicators (KPIs)**

Quality standards at European City University (ECU) define the expected level of performance in teaching, research, student services, governance, and community engagement. Key Performance Indicators (KPIs) are used to measure progress towards achieving the strategic goals outlined in the ECU Strategic Plan 2025–2030 ([IQAS4](#)) These standards and KPIs form the foundation for continuous monitoring, evaluation, and enhancement within the IQAS cycle.

##### **Goal 1: Teaching Excellence & Digital Pedagogy**

- **Objective 1.1:** Implement adaptive learning tools to personalize education.
- **Objective 1.2:** Train 100% of faculty in best practices for online engagement.
- **Objective 1.3:** Develop 30+ micro-credential courses for upskilling professionals.

##### **Goal 2: Student Success & Retention**

- **Objective 2.1:** Reduce dropout rates by 20% through proactive support systems.
- **Objective 2.2:** Introduce virtual peer mentoring and community-building initiatives.
- **Objective 2.3:** Achieve an 50% student satisfaction rate in course delivery.

##### **Goal 3: Global Expansion & Accessibility**

- **Objective 3.1:** Increase student enrolment by 20% on an annual basis, targeting emerging markets.

- **Objective 3.2:** Offer multilingual course options in Chinese, Thai, and Arabic via online and hybrid mode.
- **Objective 3.3:** Partner with NGOs to provide scholarships for refugees and underserved learners.

#### **Goal 4: Industry Alignment & Employability**

- **Objective 4.1:** Collaborate with 10 companies (both international and regional) for curriculum co-design and internship.
- **Objective 4.2:** Ensure 50% of graduates secure employment or promotions within six months.
- **Objective 4.3:** Expand internship and apprenticeship opportunities via virtual work placements.

#### **Goal 5: Technological & Operational Resilience**

- **Objective 5.1:** Upgrade the Learning Management System (LMS) for seamless scalability.
  - **Objective 5.2:** Achieve 99.9% platform uptime with robust cybersecurity measures.
  - **Objective 5.3:** Optimize cost-efficiency through automation and cloud-based solutions.
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### **5. Internal Quality Assurance System (IQAS) Model of ECU**

The Internal Quality Assurance System (IQAS) at European City University (ECU) is designed to uphold ECU's distance learning quality standards. The system is aligned with the cycle: Determination, Implementation, Evaluation, Control, and Improvement (DIECI) that assuring continuous quality enhancement in a flexible, digital learning environment.

- Determination

Quality standards are formally established by ECU's Academic Senate and ratified through internal academic regulations. These standards encompass academic programs, digital delivery systems, student support services, and governance structures tailored for distance education. The example of standards shown in some policies, procedure and also the strategic plan.

- Implementation

The implementation phase begins with internal communication and digital orientation across academic and administrative units. Standards are integrated into online teaching, learning management systems (LMS), virtual student services, and faculty development programs.

- Evaluation

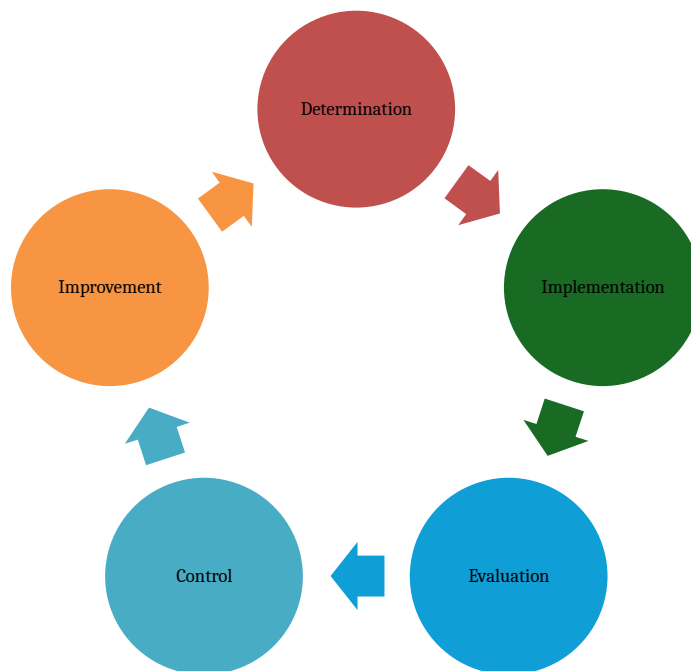
Standards are evaluated regularly through internal reviews and evaluations, feedback collection (from students, faculty, and stakeholders), benchmarking, and discussions involving program directors, the quality team, and academic governance.

- Control

Quality control is enforced through the Internal Quality Audit (IQA), which covers both academic and operational units. The audit follows standard operating procedures (SOPs) specific to ECU's online learning framework.

- Improvement

Improvements are driven by IQA outcomes and periodic management reviews. Feedback loops ensure that enhancements are evidence-based, with revisions implemented in curricula, systems, and service delivery.



## 6. Organisational Structure for Quality Assurance

According to the both document ([IQAS6A](#); [IQAS6B](#)), the implementation of the Internal Quality Assurance System (IQAS) at ECU involves coordinated roles across governance, academic, and administrative levels. The Non-Executive Chairman and President provide strategic oversight and institutional leadership, ensuring alignment with ECU's long-term vision and mission. The Academic Senate, chaired by the Provost, serves as the highest academic governing body, approving major academic policies, quality frameworks, and strategic priorities through its specialized committees. The Director of Quality Assurance & Accreditation leads the development, monitoring, and continuous improvement of the IQAS, ensuring accreditation readiness and the tracking of quality performance indicators. Academic quality and compliance are upheld by the Dean of Academic Affairs, Faculty Representatives, Program Leaders, and Tutors, who oversee curriculum, teaching, and research standards. Administrative and support units, including the Chief of Operations, Registrar, Administrative Support, LMS Support, and Website Management, maintain high service standards in student support, ICT, operations, finance, HR, and digital learning environments. Mapping Table between the Original IQAS Roles to ECU Structure shown below:

<b>Original IQAS Role</b>	<b>ECU Role/Unit</b>	<b>Role Description at ECU</b>
<b>University Council / Senate</b>	Non-Executive Chairman & President; Academic Senate (Chaired by Provost)	Provide strategic direction, approve major policies and quality frameworks, and ensure alignment with ECU's mission and long-term goals. The Academic Senate ratifies academic programs, policies, and standards.
<b>Quality Assurance Office (QAO)</b>	Director, Quality Assurance & Accreditation	Develops, monitors, and reviews the IQAS; ensures accreditation readiness and oversees institutional quality performance indicators.
<b>Academic Faculties and Program Leaders</b>	Dean of Academic Affairs, Faculty Representatives, Program Leaders, Tutors	Ensure curriculum quality, teaching effectiveness, academic integrity, and compliance with academic policies.
<b>Administrative and Support</b>	Chief of Operations, Registrar,	Maintain service quality in student support, ICT, operational management,

<b>Original IQAS Role</b>	<b>ECU Role/Unit</b>	<b>Role Description at ECU</b>
<b>Units</b>	Administrative Support, LMS Support Staff, Website Management Staff	finance, HR, and digital/online learning platforms.

## **7. Continuous Alignment**

The implementation of IQAS at ECU involves coordinated roles across governance, academic, and administrative levels. The IQAS is reviewed periodically to ensure it remains aligned with the Strategic Plan. Adjustments to KPIs, processes, or targets are made as needed to reflect changes in the education sector, technology, and student needs.