



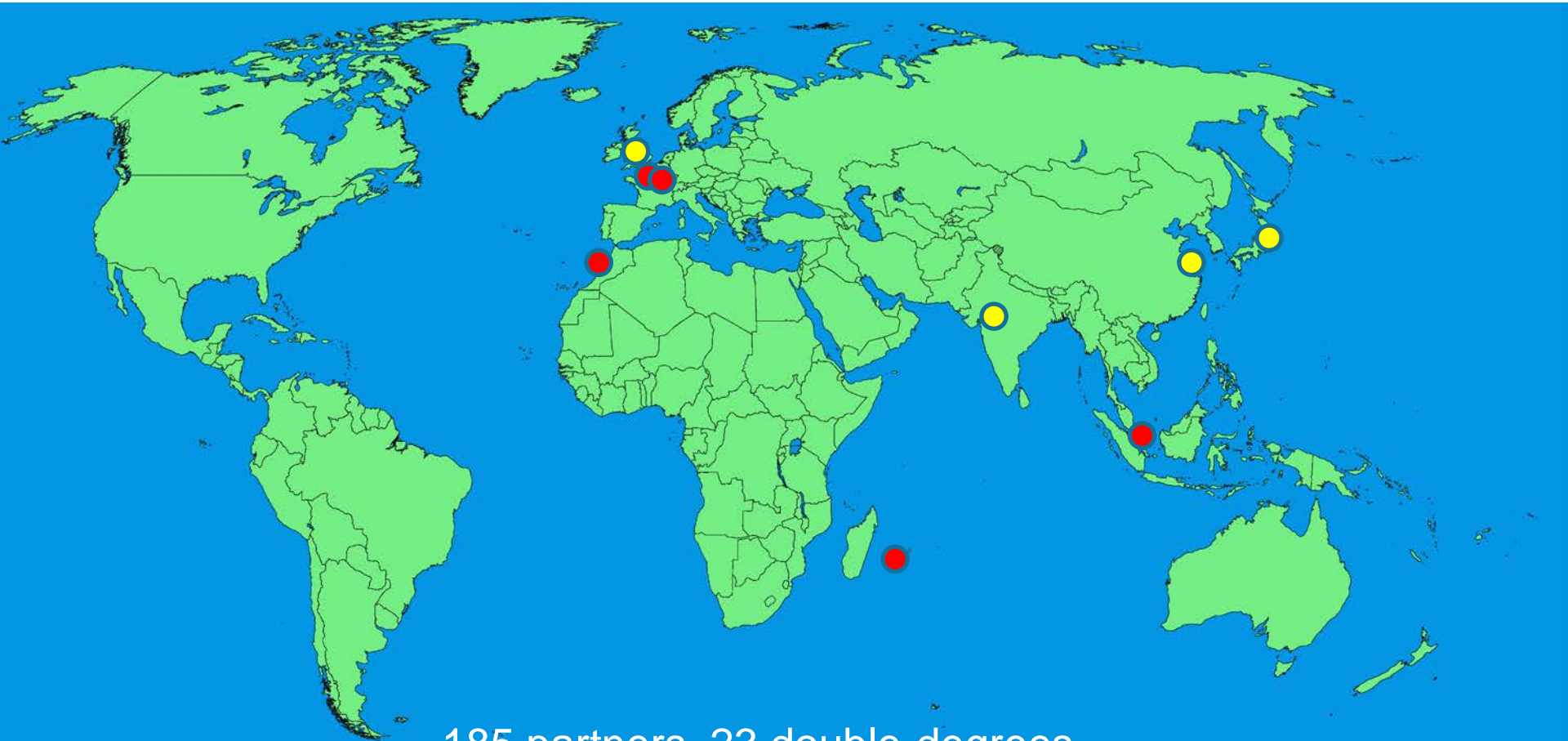
Quality Assurance of International Campuses ECA Meeting, The Hague, December 2016

Prof. Christian Koenig, Associate Dean for International Affairs



ESSEC
BUSINESS SCHOOL

ESSEC: 5 campuses, 4 Representative offices



185 partners, 23 double-degrees

Changing context: multipolar strategy, constraints and opportunities



Institutional Environment
Bologna process still in progress



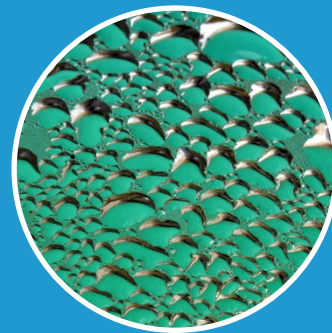
Return of geography and contextualized knowledge



Emergence of Knowledge Hubs and Integrated Value Chains



Rankings as market signal



Competition: students, faculty, funding



A multi-polar strategy: connecting education hubs



- Singapore: part of the “Global Schoolhouse Policy”, Singapore as a meta-hub
- Morocco: addressing the needs of French speaking Western Africa
- Mauritius: an emerging hub for Austral Africa
- Offering programs, degree and non-degree, based on several campuses
- Leveraging multi-campus: creating value for faculty and students

Quality assurance: no lack of control!



- Span: students, faculty, staff, processes, resources and facilities
- Local authorities:
 - Ministry of Education: France, Singapore, Morocco, Mauritius
 - Other authorities: HCERES (France), CPE (Council for Private Education, Singapore), TEC (Tertiary Education Commission, Mauritius)
- International accreditation bodies: peer reviews
 - AACSB International, learning assurance
 - EFMD (EQUIS)



One simple unifying principle: one school, several campuses



- Student recruitment and evaluation:
 - Mostly French degrees: processes monitored by French ministry
 - Exams coordinated if courses are similar
 - Non-degree programs: a matter of image
 - Course evaluations by students managed centrally
- Faculty: one single faculty, managed centrally
 - Recruitment, evaluation, promotion (20 professors in Singapore)
 - One single research policy
- Staff and processes:
 - Recruited locally, international coordination (40 staff in Singapore)
 - Common information system

A simple principle



- Difficult and time consuming, requires face to face meeting
- Requires technology and processes:
 - Video-conferences, TOIP
 - Shared documents
 - Economies of scale
- Requires dedication and training
 - Multi-campus programs offer new opportunities to students
 - Academic careers across campuses enlarge the scope of interaction
- Requires coordination of regulations: cost of diversity of quality systems