



БОЛОВСРОЛ,
СОЁЛ, ШИНЖЛЭХ УХААН,
СПОРТЫН ЯАМ



THE COUNTRY REPORT

submitted by

MECSS, MNCEA, NUM & OTIS

Ulaanbaatar, Mongolia

15 May, 2017

1 Chapter 1: Overall landscape – National Higher Education (HE), research and QA context (with focus on Doctorate level) (6-8p)

1.1 Brief presentation of the HE and research system

1.1.1 Country size, number of HE students, number of HEIs, type of HEIs (public/private, general or very specific), missions of the HEIs...

-According to the statistic (2016-2017), 95 higher education institutions are functioning now. 17 public, 74 nongovernment, and 4 branches of foreign university are functioning in this training year. Even though, the number of higher education institutions are being decreased Mongolia is still standing at first place according to the number of HEIs per capita in the world.

According to the UNECSO (2014) Mongolian school-age population in higher education institutions are only 284,541 in p 2,796,000 of population. It means, nowadays, 95 higher education institutions are working for only 284,541 students. Thus, the quality of higher education has become the burning issue in our society.

Indicators	Number of higher education institution	Number of students	Number of enrolled students to bachelor	Students in master's program	Students in doctoral program
Total	95	157,138	35,429	20,066	3,849
State	17	91,798	19,764		
Non-government	74	65,075	15,552		
Branch of foreign universities	4	265	113		

-Missions of some universities:

Mongolian University of Science and Technology will become one of the best universities in Asia. "Ikh zasag" international university brings knowledge within reacg through education and research to enrich and develop the future of students, communities, industries and society.

-According to the Mongolian statistical office, there are no statistical form which shows articulation between Master and Doctorate level, statistics per level of study and field of study, students /graduates statistics.

-The ministry of Education, Science, Culture and Sports is just preparing to establish co-working group with the ministry of Labour and Social Welfare to develop National qualification framework. The NQF and the regulation of evaluation and calculate credit system are being drafted. The faculty development and curriculum review and teaching and learning consultants have proposed novel practice of teaching and learning in HEIs and developed deliverables in the curriculum development. So, we are preparing to approve NQF.

1.1.2 National statistics on research and role of the HEIs within the research system (if some), research priorities (at national level or at HEI level)? Role of other actors (if some)

- Statistics on research funded projects and type of owner

MECS/PIU organized discussion sessions on the guideline for the competitive grants to support University-Industry Partnership development and approved the guideline by the Ministerial order A/50 dated 19 February 2016.

MECS/PIU received total of 63 proposals. As a result of the multi-stakeholder meeting, 16 proposals for Grants and sum of MNT515,000,000.00 awards were selected. The selection report is submitted to ADB for endorsement on 21 July 2016. ADB endorsed 13 grants and declined 3 grants proposals for respective valid reasons. The 13 grants for Partnership Development of the Higher Education

Institution and Industry were approved by the Order A/26 dated 09 September 2016. The contract for MNT 485,000,000.00 was signed with the grant recipients on the 21 September 2016. The grant projects will strengthen the Higher Education Institution and Industry partnership, build capacity of the students, lecturers and industries; propose and implement new or novel solutions for the challenges met in the industrial research and experimental development; introduce new student internship. In total 32 new student internships will be conducted; 23 research articles will be published; 16 monographs manuals and one research report will be published; 1 standard; 1 guideline; 4 utility models; 2 patents will be filed. In total 16 product prototypes; 1 license agreement will be signed; 7 technologies will be developed and 1 start-up company will be formed as a result of the partnership grants.

1.2 Overview of the national legal framework and regulations governing quality assurance (QA) of Cycle 3

- Is there a national legal framework for QA of HE? And more specifically Cycle 3? If not, are there other mechanisms? (role of international, regional frameworks? / any other ?
- Is there any national regulation governing the possibility to open a PhD program? What are the national requirements to open such programs?

- ✓ In accordance 4.2 Provision of the Procedure approved by with the Order of the Minister of Education, Culture and Science of Mongolia dated on 26th January, 2010, the university is allowed to conduct Ph.D. degree programs in not less than 3 disciplines. It is required to have a unit in charge of the PhD degree programs and classes pertaining to the doctoral programs must be conducted by the Ph.D. degree faculty members.
- ✓ “General procedure for conducting the Master and PhD degree programs” was approved by the A/370 Order of the Minister of Education and Science in 2014. This procedure specified generic requirements, orientation, curriculums, modules, structure, criteria for admission and faculty, intended learning outcome, assessment, quality assurance and implementation pertaining to the PhD program. For instance: in the 2.3.3 provision of this procedure, it specified that basic professional classes must be 12 credit hours, qualifying classes must be 18 credit hours and research and theoretical seminars must be 6 credit hours under supervision of the academic advisors. The diploma thesis must be 24 credit hours. In accordance with 2.3.8 of this procedure, the PhD candidate students are required to compile results of the research works, write diploma thesis and accordingly, defend it at the “Defense Council for PhD Diploma Thesis”. Upon studied credit hours of Ph.D. classes, they doctoral students must take the final exams before starting the diploma thesis. As specified in 2.3.4 of the procedure, the PhD degree program’s curriculum should be developed by the respective committee and approved by the administration of the given university on the basis on the state central administration body in charge of education affairs. Pursuant to the provision of 2.5.6 of this procedure, the issues regarding developing, approving and making changes in main disciplines of the doctoral research, quality assessment and curriculum should be regulated by the academic procedure of the given university. In 2.5.8 of the procedure, it specified that the requirements and forms for content and structure of the PhD degree thesis can be approved by the university.
- ✓ In accordance with the amendments made into the Education Law of Mongolia on 14th April, 2016, it specified that the university is entitled to conduct Master and PhD degree programs and can be higher education institution that integrated research - and - academia - industry equipped with required laboratories. Otherwise, it can carry out Master and PhD degree programs alone.

1.3 Strategies and incentives for Cycle 3 at national level

- Did your government recently decide new policies for Cycle 3? If yes, what are the main reasons for this? And what are the main changes?
-Is the development of Cycle 3 encouraged by other ways?
- Are there incentives for HEIs / professors/students engaged in Cycle 3?
- Is there any gender evaluation on the PhDs? Is there any regulation or mechanism to favor gender balance on PhDs?

- Are companies looking for PhD graduates? Do they consider PHD graduates as an added-value? Do PHD graduates have advantages in terms of salary, responsibility...?

The amendment law on higher education along with law on education was ratified by the plenary sessions of the Parliament of Mongolia on 14 April 2016. The major amendments to strengthen HEI autonomy and accountability. Some amendments in the law are: the representation in the Board of Trustee for the public HEIs were clearly outlined (representation percentage of the owners, independent members, faculty members, students, graduates for public and non-public HEIs), the follow up actions and responsibilities of the HEI that ceased its operation. HEI can establish Higher education development foundations for research training purposes as well as other purposes upon the endorsement of the Board of Trustee. The amendment to the law is available on the www.legalinfo.mn.

1.4 Impact of European Principles, Standards and Guidelines at national level

- Do you know the ESG? If yes, do they have an impact on Cycle 3?

MNCEA has been studying the Bologna principles and ESG as well as Salzburg principles when it upgraded the criteria and procedure for institutional and program accreditation. Since Mongolia joined in the C3QA project, MNCEA translated the Salzburg principles into Mongolian as well as translated the ESG into Mongolian.

1.5 Financial conditions

Description of funding mechanisms which have an impact

Currently, there aren't any financial incentives to develop p Cycle 3. Although, "The regulation of research grant for students, studying in master and doctor level" in 2016 by order number A/658 it has never been implemented.

2. Chapter 2 – Cycle 3: state of the art (4-6 pp)

2.1 Main characteristics of Cycle 3 programs (type of provision, of study, statistics...)

In case of the NUM

Before 1990s or during socialist system, Cycle 3 program in National University of Mongolia (NUM) was the same as that of in former Soviet Union.

Since 1997, there were many revisions for doctoral curriculum according to request from the Ministry of Education. Last revision was made in 2015.

In case of Otgontenger University

Otgontenger University (OU) has started to run Doctoral Program in Law since 1999 and in Education since 2010 respectively.

Definitions:

PhD programs: Students are expected to extend the body of knowledge in their field to apply the knowledge to solve for a real-world problem in their workplace or community. They demonstrate this through a dissertation.

Professional doctorate programs: Students are expected to apply existing knowledge in their field to a real-world problem in their workplace or community. Professional doctorate students demonstrate this through an applied dissertation doctoral capstone, comprised of a paper, product, or portfolio.

2.1.2 Nature of the doctoral programs:

In case of the NUM

According to the educational rule at NUM, General curriculum for doctoral program was shown in the next table.

Curriculum component	Credit hours for Doctoral program
Professional courses	8-9 credit hours
Special courses	14-15 credit hours, here 6 credit hours should

	be taken from different departments or research institutes, universities
Research work	12 credit hours, here 2-3 credit hours should be taken by working as a teaching assistant under supervision of advising professor. At least 3 credit hours should be taken by attending as an assistant researcher in the research project.
Thesis	24 credit hours

If one wants to enrol to the program with different profession of his/her bachelor or master profession, he/she should take preparatory courses from bachelor program.

- ECTS crédits (if any)

1 credit hour at NUM equal to 45 class hour in one semester

- Defense guidelines

The National Dissertation Defense Committee is only one in each specific field in Mongolia. After completing Doctoral program at the universities including NUM, the doctorate student should send to the National Dissertation Defense Committee all required documents and application for the Thesis Defence. The secretary of the National Dissertation Defense Committee check the documents and inform to Head of the Council. Head and Vice Head, and the the secretary of the National Dissertation Defense Committee discuss about the fulfillment of the requirements and make decision on if the doctorant can be defeated at the Council. The decision is positive, they fix the date of the Meeting of the National Dissertation Defense Committee. They also make decision on extending members of the Council. Before the meeting thesis should be distributed to all members of the Council. 2 or 4 members will make review of the thesis. The meeting of the Council will be held by fixed agenda. Decision will be made by ballot. More than 75% of members voted for the thesis, it will decide that the thesis is defeated.

In case of Otgontenger University

OU develops the curricula based on common requirement for Higher Education Curricula at national level, school academic council makes a decision to improve and renew the curricula in specialized dissemination, and educational operation is conducted by graduate academic affairs.

However currently OU hasn't adopted the credit system yet, preparation of this work finished and Management Information System developed fully as well as it is being tested. We are willing to introduce the credit system fully in 2017-2018 academic year.

Graduate degree training activities are run in accordance with Training regulations of Otgontenger University. However the National Dissertation Defence Committee conduct the dissertation defence activity. National Dissertation Defence Committee has own regulation.

2.1.3 Characteristics of the Cycle 3 study:

In case of the NUM

- Describe the way Cycle 3 study is organized (selection of candidates and procedures for recruitment? research activities? Thesis to write and defend? National/local Commission to grant the diploma? National or universities regulation regarding minimum and maximum length of a thesis? Etc.)

In case of NUM

- The selection of the candidates at NUM are open for all who has master degree. But one should take an entrance exam. Enrollment of researchers working at research institutes or young lecturers at universities is common at NUM. One has no job, enrolled to doctoral program is hardly to find scholarship. In some case, supervisor who has research grant gives scholarship to his doctorate students. If doctorate student get required credit hours except thesis, one can get certificate of fulfillment of the program. One can defeat her/his thesis in 5 years after getting the certificate.

The thesis should be written according the specific requirement before the Committee Meeting. The thesis defence at the National Dissertation Defense Committee Meeting is essential.

Curriculum for doctoral program at NUM is planned for 3 years. In practice, it prolongs more years

depending on research results of the doctorate students.

In case of Otgontenger

- Enrolment – register the recruits, take test from recruits, issue an order for recruits,
 - Training – general knowledge courses including research methods, research methods in social and law field, to possess a methodology of writing thesis, foreign language,
 - Training – Component of common professional courses
 - Training – Specialized courses
 - To plan the research work in according to the graphic
 - To bring up for discussion about the research work at seminars, national and international level conferences and seminars, and to publish the articles on professional journal
 - To finalize the thesis, to give professors for editing and review, and to propound the dissertation in related department and team of professors,
 - To take a preliminary defense and final defense respectively for defend the thesis.
 - To grant the doctor degree in according to the resolution of National Dissertation Defense Committee, to grant the diploma in according to the order of rector of University,
 - There are no common rules and regulations for doctoral research work.
- How many universities are granting cycles 3? Which ones?

For the cycle 3 training:

- In law – Ph.D. in law program is run in state universities includes: National University of Mongolia, Law Enforcement University, private universities: Ikh Zasag University, Mongolian National University
- In Education – Ph.D. in Education is run in Mongolian State University of Education, Mongolian University of Science and Technology, Graduate school of University of Humanities, Zolhiomj, and Gazarchin.

- Which fields attract students?

In case of NUM

- Enrollment at programs in education, psychology, in social and humanity and business administration field is more attractive at NUM.

In case of Otgontenger

Ph.d Program in Education is attracted the students more than law field at Otgontenger University.

- What are the main reasons to have more students in those fields? Is there an unbalanced situation among the different fields?

In case of NUM

- Programs in natural sciences, such as physics, mathematics and chemistry has less doctorate students among the all programs in NUM. Number of students enrolled depends on labor demand in Mongolia.

In case of Otgontenger

1. The number of doctoral program students is increasing related with the requirement is State/Private University and Institution's faculty members should have Ph.D degree.
2. There is high need of teaching staff resources due to a significant increase in the field within teacher, especially early childhood teacher profession in private universities.
3. Defending a doctoral thesis in field of education is very appropriate for Lecturers of state or private university. Because it can be the fundamental requirement for improvement in educational operation management and position advancement to the management level.
4. Although defending a doctoral thesis in abroad have many advantageous, the most students who are involved in cycle 3 programs prefer to study while they work. This is due to they are married, have children and position.

- Must thesis supervisors/directors have a particular status/degree? Is there a minimum number of theses each of them can supervise?

Yes, Supervisors, directors and members of defense committee must have academic status as well as according to the common rules of MECSS, director of thesis should have published at least one article related his/her field in the last three years. In addition, University determines the related requirements for the director of thesis.

-Is there a minimum number of publications or other research indicators to get competences for supervising thesis?

In case of NUM

- Doctorate students should publish at least one research paper in international journal with IF.

In case of Otgontenger

“Regulations of Graduate Study” of OU involves that how to calculate the scholarly work unit of credit. It is regulated that Doctoral student must cover six units of credit on organizing research and theoretical seminar work or scholarly work as well as student should publish one or more scholarly article in the journal, which meets the requirement of regulation. When doctoral student’s full credit calculate in to the scholarly work full credit in accordance with Regulations of Graduate Study of OU, involving fully in planned or time to time seminars or conferences is counted as 0.1 unit of credit, sending the scholarly article to conferences is counted as 0.2 units of credit, discussing the scholarly work in national conference is counted as 0.5 units of credit, discussing the scholarly work at international level conference is counted as 1.0 unit of credit, publishing the scholarly article on domestic academic journal is counted as 1.0 unit of credit, and publishing the scholarly work on the journal of high reputable universities is counted as 2.0 units of credit.

- Is PhD international mention included as an option for PhD Candidates? In affirmative case, what are the requirements?

In order to affirm internationally PhD candidate, members of National Dissertation Defense Committee are composed with leading, reputable, and qualified professors in accordance with order of the minister of MECSS of Mongolia. This can create an opportunity that supervision of PhD thesis defense is supported by committee to meet the international requirement.

- How do thesis defenses take place? Has each university set regulations for that? If so, what are they?

- There is only one National Dissertation Defense Committee in specific field in Mongolia. So only one regulation is valid for Thesis Defence.

- Are there specific criteria to defend a thesis and are they passed on to PhD students and thesis supervisor?

- The meeting of the Council will be held by fixed agenda. Decision will be made by ballot. More than 75% of members voted for the thesis, it will decide that the thesis is defeated.

- What is the legal composition of a jury? How many people? Is the thesis director/supervisor member of the jury? Is the defense private? Public? For the defense is there a specific ceremonial presentation (gowns, proclamations, etc.)?

- Members of the National Dissertation Defense Committee is nominated by the decree of the Ministry of Education. There is 9-13 permanent members in each National Dissertation Defense Committee. The National Dissertation Defense Committee can be extended by other researchers and professors according to thesis theme in each meeting.

- Are there procedures to validate a “PhD at work”? And a PhD on “validation on skills”?

In case of NUM

- After the defence meeting, the doctorate student revise his thesis according to comments of members of National Dissertation Defense Committee. After revision, thesis should be finalized aligning with the manual for thesis deliver in NUM. Thesis should be delivered to the Main library of Mongolia, Library of Information and Technology and to the Library of NUM. After this, according to decree of the President NUM the certificate of PhD degree will be printed out and sent to doctorate student.

In case of Otgontenger

The university must complete the all documents includes minutes of Final defense, committee decision, copy of thesis, and other related papers before OU organizes the granting diploma event.

- Are there definitions of specific skills for a doctorate?

In case of NUM

- Specific skills are depicted in the program documents for each program.

In case of Otgontenger

Ph.D. alumni of OU will obtain the following skills.

1. Creativity and problem solving
2. Analysis and decision making
3. Interpersonal and practical
4. Systematic planning
5. Professional skills and maturity
6. Communication skills (teamwork and communication)

2.1.4 Statistics related to Cycle 3:(in your HEI or in your country)

	2012	2013	2014	2015	2016
Nb of students starting a doctorate	556	576	534	627	679
% of students coming directly after a Master of the same university					
% of Male starting doctorate	248	237	227	270	299
% of Female starting doctorate	308	339	307	357	380
Nb of graduates	99	131	118	106	136
% of Male graduates	15	65	54	19	
% of Female graduates	84	66	64	87	
Nb of thesis in co-direction or bi-national direction					
Nb of students having fundings					
Nb of students becoming teacher at the end of Cycle 3					
Nb of students becoming professors at the end of Cycle 3					

Source: MECSS

-Please provide your own tables showing for the last five years:

In case of Otgontenger University

- Repartition of graduated per field of study
- Duration of thesis, repartition per field of study for the last five years

According to the regulation of study, student must cover the doctoral study for 3 years which includes thesis writing. Nevertheless, student can take an excused leave for 3 years if he/she has respectful reason.

- Drop out rates for the last five years and provide also information about the reasons and the fields of study

Last 5 years 6 students dropped out from the program. One of them transferred to other university, two of them study in abroad and rest of them dropped out due to the financial issue and personal reasons.

- Repartition of co-direction and of bi-national direction thesis by field of study,
- How many PhD are going back to university after a period of professional activities? How long after their master? Why? How many PhD graduates are recruited as the Academic staff at the end of their Phd ?

There are 36 students enrolled to the Ph.D. program after worked for a while in their field, 2 students enrolled after a year of master degree completion, 7 students enrolled after 3-5 years of master degree completion, and 28 students enrolled after over 6 years of master degree completion. 100% of Ph.D. graduate students are working in educational area and engaged in research work.

2.1.5 Positioning of Cycle 3

In case of Otgontenger University

- Do doctoral (professional and PhD) students belong to a research laboratory while writing their thesis?

Yes. They get involved in society research center as well as research center of OU.

- What are the relations of PhD students with the research laboratory?

Research laboratory which is fully equipped with modern facilities and connected with high speed internet. This is giving chance that students can use fully this center.

- Are PhD research subjects chosen in partnership with research units and in line with the scientific local, regional and national environment?

Ph.D. student can choose his/her thesis topic and then department discusses and gives advises based on its impact. The most Ph.D. students choose the thesis which is the unsolved issue in their field.

- Beyond research unities are there operational interactions with the industry sector and/or national, regional or local authorities?

Curricula is implemented with certain license of MECSS.

- What is the ratio of PhD workers in the private sector?

Currently there is no student from private sector while there is number of students from secondary schools and kindergarden.

- Is there any regulation that favours the employment of PhD workers?

Work places give the paid leave for Ph.D. students related with their thesis. After Ph.D. student got the doctoral degree, salary is increased by 15% in according to the National Law.

- Are there any contribution from the private sector the PHD curriculum? or to its financing ? of regulation ?

Currently there is no support from private sectors.

2.1.6 Follow-up of Phd Students and graduates

In case of Otgontenger University

- Besides the direction provided by each research supervisor, does the university follow up PhD students?

“Common regulation of graduate study approved by second appendix of A/370 order about amending the rules, approving regulation, index, and dissemination of Master and Doctoral degree”, “Regulations of Graduate Study” of OU, and regulation of Defense Committee are followed.

- Are there trainings provided to PhD? Are they compulsory to validate a doctorate? Do they give credits?

Yes. Doctoral study curricula has 60 units of credit includes 12 units of professional course, 18 units of specialized course, 6 units of scholarly work, and 24 units of dissertation.

- Is there a document, a “thesis charter” specifying the mutual commitments between PhD students and thesis supervisors?

There is a scholarly writing standard which relates to the dissertation. Some Defense committees provide the guidance of writing design and formation. According to Regulation of Graduate Study of OU, Ph.D. thesis must be focused on one topic, decide the objective in his/her field or decide with scientific reason (or find the method) the practical problem related with country interests, economy situation, compare to the prior solution, introduce the new part of issue, and draw a conclusion of new knowledge or information, basis, theory, and practical finding.

- Are there rules of conduct for doctorate within universities? Are they written? How are they applied? Has the university set up methods against plagiarism? Which tools (software against plagiarism) are used?

OU students should follow the rules of student’s code of conduct and ethics. This conducts each cycle’s educational operation. Although OU has not the program against plagiarism, Ph.D. students study about intellectual property and plagiarism during the research method course. In addition, OU’s strategic plan aims to establish the Intellectual Property Center and its first work was published as “Intellectual Property Hand-out” is used by Ph.D. students.

- In connection with local officials, are proceedings adapted to PhD profiles set up in order to follow up the progress of their research project (results obtained, publications/productions, integration opportunities, etc.)?

There is currently no connection.

- Are plans set up by the institution to prevent and reduce situations that may lead to dropouts, for example follow-up committees for thesis, defense in the course of a thesis, tutor or referent, mediator in case of conflict, etc.?

There is currently no follow-up committee. Program committee and ethic committee are being responsibility on this matter.

- Does the institution provide its PhD students with theoretical and practical trainings in order to integrate into society at a level corresponding to his/her qualification, in the private or academic sector?

Yes. Ph.D. students study and do research in other department or research institutions for specialized course's 6 units of credit. This can make them to work more close to the society.

- How many PhD receive a scholarship/financing to write their thesis? Where do scholarships/financing come from?

OU gives scholarship - 50% of tuition fee to the cycle 3 student who works in OU as a lecturer. The past five years, OU has given scholarship in 23 Ph.D students who works in OU.

- Are there theses financed by private or public firms, or by State bodies, on subjects specified by the financing bodies?

No.

- What is the percentage of PhD finding a job immediately after their thesis? Six months after? A year after? Later? Are such jobs directly linked to their thesis subject or to the subject area of the doctorate? Ph.D. student's thesis is connected directly his/her major. Then, they usually continue their career after they graduated.

- Are there Alumni associations? Are they highly active?

OU has united structure of Alumni Association includes doctorate graduates. There is no separate Doctorate graduate Alumni Association.

- Are there any consideration for the PhD title or defense if an international stay in a foreign research or HEI is done?

There is not.

-Are there any grants for travel to improve the internationalization of PhDs?

There is not.

-What are the accepted languages to defence and/or write the PhD dissertation? In case of more than one, could you provide any figures concerning the number of PhD dissertation in foreign languages?

Ph.D. dissertation should be written in Mongolian and abstract should be written in English in accordance with common requirement of graduate study.

1.2 IQA and EQA mechanisms of Cycle 3 (actors involved, statistics...)

2.1.1 Internal QA

ESG PART 1	NUM			Otgontenger University		
	YES	NO	EXPLAIN	YES	NO	EXPLAIN
Do HEI have a policy to guarantee internally quality of the Degrees delivered?		√	There is no systematic policy for doctoral program. Taskforce fo Curriculum of the Department is responsible for QA and make decision on the revising the curriculum.	+		There is 51 criteria in 7 sets of 2012 attestation
If yes, is it made public and part of its strategic management?				+		Management part
If yes, do they have appropriate structure and processes?				+		Yes, they have.
Are the pedagogical methods and methods of	√			+		Academic affairs do analysis on program and curricula

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delivery assessed?						delivery and evaluate the quality. Students' grade is analyzed through the teaching classes of lecturers and lecturers are assessed by observing.	
Does the university assess the supervision of the director of thesis		√			+	Lecturer's taught hours are assessed and it is noted clearly in the regulation.	
Does the PhD student assess the supervision of his/her director during his/her thesis?		√			+		
Does the university assess the success rates at the doctorate?		√			+		
Are the criteria for the assessment made public?		√			+	It is included in regulation compilation which is publicized.	
Is assessment carried out by an external examiner?		√			+	ACCMON, Education Monitoring of General Agency for Specialized Inspection	
Is there a procedure for students appeals?	√					+	Satisfaction survey is take from students once a semester
Are there regulations for student admission?	√					+	Each academic year student admission is updated in accordance with ministry rule.
Are there regulations for student progression?	√					+	
How is the competence of teachers assessed?						+	Teachers are attested in every 2, 5, 7, 10 years.
Are there fair and transparent procedures for the recruitment of staff?	√					+	There is regulation.
Do the HEI collect analyses and use relevant information for the management of Cycle 3?	√					+	Necessities of students, importance of thesis, profession of students
Do the HEI publish clear, accurate and objective information on Cycle 3?		√	Not enough			+	Information of Cycle 3 program is publicized in University website and mass media.
Are the Cycle 3 programs well monitored?		√					Operation of Cycle 3 program is monitored.
Are the Cycle 3 programs reviewed and modified?	√						"Regulation of Graduate Study" of OU is updated to adjust to the common requirements of graduate study - A/370
Can the PhD students make their own evaluation		√					

of skills acquired throughout their thesis?					
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2.1.2 External QA (mechanisms outside the HEI)

In accordance with the amendments to the Education Law, the university has to submit its request to the Mongolian National Council for Education Accreditation for initial accreditation. For this reason, the university has to prepare and send the self assessment report and on the basis of the self assessment report, the national council makes a conclusion for a permission that enables the given HEI to start the new program. There are no specific criteria and procedure for initial accreditation in Master and PhD degree programs. However, the national council is adhering to the “General procedure for conducting the Master and PhD degree programs” approved by the A/370 Order of the Minister of Education and Science in 2014.

There have not been approved specific criteria for Master and PhD degree programs. All kinds of academic programs should go through the generic criteria for the program accreditation. As of today, the MNCEA has accredited only one PhD program (accredited in 2014).

Academic provisions of Master and PhD degree programs have been briefly specified in the criteria for institutional accreditation that was approved in 2014. In the institutional accreditation criteria, it is specified as HEIs should conduct academic teaching & learning for Master and PhD degree in regard of priority disciplines of the economics, facing challenges and development perspectives of further significant sectors. (Percentage of Master & PhD degree programs, internal and external quality assurance and accreditation status) HEIs are developing the self assessment reports in accordance with the above mentioned criteria.

3. Chapter 3 – Main challenges of Cycle 3 Programs and its QA (4-6 pp)

3.1 At national /policy level

Describe the needs and incentives to develop Cycle Program at national level/ the problems that need to be solved.

The Minister of Education and Science approved the requirements of curriculum for master and doctoral program by order A/387 in 2015. Higher education institutions are developing their curriculum using this order. The problems related with curriculum development are following:

- Reviewing the curriculums
- Quality of research ability
- Lack of qualified specialist and trained facilitators
- Teacher reluctant to accept change
- Economic problems

3.2 For institutions

Support needs: what are institutions’ expectations?

Data to be taken from the interviews.

Example of an interview :

In case of NUM

1. The main aim of the doctorate program determined that “Doctoral student conduct scientific research, which demonstrate practice issues related to economics benefits and nation’s society in proper methodology and theory of science or decided independently the target to develop consumption practices and proper education in the sector of science under leading lecturer” in the educational procedure of the National University of Mongolia, which approved in 2015. Target of the doctorate program of psychology is meeting with articles of the procedure aforementioned and particularly target of the program is to find solutions to any issues of psychology and society in psychological science for most intensive development of consumption practices and education of the sector at this time where is the psychological science rapidly developing in Mongolia. Program’s Committee of the Department renewed the program for comparing and searching with similar programs of top three universities in abroad under the target “Build program to prepare best experts under comparative standard with top universities of the world” /2011-2020/ specified to “Development strategic plan update 2020” of the National University of Mongolia.

Significances and obligations of the psychological science exist to prepare analyzers and researchers, who have ability and education need to improve in the levels of society and personality. In strategic plan of the Department, result and quality of research presented as equipment to increase for publishing paper to the Journal Impact Factor and expanding mutual research with foreign institutes and universities.

The psychological science has an objective to prepare skillful expert, who research and analyze in academic level and do basic research. Therefore, it connects with “Focus on building structure of economics and finance which independent and completed academic environment in the research and training that provided obligatory terms and conditions for best student and lecturers to study and work; ... building the programs which need to prepare best experts who able to provide full demands and supplies of a modern labour market” specified in the strategic plan of the university.

It aims to set ability to research and analysis for having widen content /comparing with bachelor’s/ and planned overtime to learn and research independently in advanced level.

The program in doctoral level fully renewed under classification of UNESCO to improve educational quality for renewing and providing vertical and horizontal coherent of the

modules' contents and training programs in the strategic plan of the National University of Mongolia and implementing for approving by General Program's Committee of the National University of Mongolia. The key objective of the psychological doctorate program is to focus on completion of related conditions in ideology of the national development which ideology of sustainable development and blossom new education for creating it to the society and humanities sectors for providing independent status of the activities in educational organizations of the higher education for confirming basic requirements to educational environment, period, assessment and educational content of the doctorate program.

2. It is cohering with activities and strategy of research because it has objective to execute not only research and teach modules which can provide academic education, research ethics, formation, habit and ability to own by researcher also vocational special and general complex capacities.

There is running widen discussion not only by lecturers who depended in abroad of other departments in social sector also lecturers of the department to tentative depend for holding with 4 steps the doctorate discussion related to aforementioned.

Credit modules in analysis and research included to the doctorate program of psychology that are cohering with activities and strategy of the research. However, doctoral students have little opportunity to gather experience for participating to the base research of psychology.

Program's Subcommittee of the Department tried to cohere strongly as renew the program and generally it coheres.

This doctorate program of psychology based on research, openly related to basic direction of activities and strategy of the National University of Mongolia renewed program for focused on completion of opportunity to free selection and independent status of students that became possible to choose six credit hours in qualification from other universities, institutes and departments.

3. It's running under related procedures and regulations of the National University of Mongolia. In other words, it runs under related procedures such examination, single plan, research discussion, optional moduls; make agreement with students and admission.

The activities organize under educational procedure.

The admission takes by integrated organization at same time under admission procedure of the National University of Mongolia and admitted students considered as studied the program for collecting scientific credits for participating to seminars and discussion in the next for fulfilling credits and studying optional, basic and obligatory study modules in the scope of department for three year period.

In our department, has organization for taking opinions again from experts, discuss again or repeat steps such /in case determined the doctoral thesis unexecuted in proper level or unsatisfactory/ necessary and involve into extended discussion for discussing as several times by proper steps after takes the subject at first. In case it based on the opinions /when it's discussing/ by external experts and lecturers of the department. I teach psychology in clinics, family and relations as optional doctoral level and I try to observe the plan program but it's difficult for students a non-vocational field to find difference between the topics of doctoral and master's level to me due to I thought that there is need to be difference but in case admit to doctorate after studied in master's preparation or when study in the preparation in our sector, for example, faced with issue how choose the content if admitted to doctorate directly without studied not optional clinical psychology, in case I give additional assignment by independent work cause of insufficient and the reason of the program is not under the plan and impossible in period and it enters to the next level for addressing on bachelor's degree at most.

Doctorate program of psychology organizes such publish article and discuss to present a paper to scientific meeting in domestic and abroad for discussing the research work by

department's discussion 1-2 times per academic year, work for having connection with lecturers as scientific leader and learning the modules under approved program.

4. - In occurrences, some students came to give vocational examination for passed other examinations to admit to psychological doctoral by his / her request who have different major in degree of master and bachelor of the psychological specialty. It's impossible to study doctoral for not having basic education in expertise of the psychology due to the organizers of the registration, doctoral and master's admission shall have under consideration especially on it.

- There have not biggest difficulty to admit but if currently a person to compete for master's degree in non-psychology participated to the training, it's uncertainty how to find a solution to it.

It's obvious to gain prestige of the program if take modules by skillful professors for inviting from abroad and other universities but there faced with finance and many other difficulties to invite experts.

There is insufficient equipment to research. Our one table for psychological test insufficient not only doctoral students also bachelors.

There is little opportunity to report the research work and make basic research of psychology. Particularly, it's new, young and developing science in our country due to face with difficulties to fulfill credits in scientific cause of infrequent interest to our research paper by journals registered in the Thomson Reuters and international index, the world infrequent interest to our research result of the psychology.

Aforementioned about the difficulties in doctoral and master's students admitted from other majors to our sector. Demand and supply necessary to employ visiting professors of the highly developed countries in abroad. However, it's difficult to find a solution of the economic problem for the department. The reason why need for having economic incentives from us to officially act by the invitation of school. Considering this, need to prepare and plan before a year for it. Generally, foreign professors plan their job more than 2-3 years. A few professors have experience constantly lecture for 2-3 days for business purpose as personal line. However, we need to take consider it in the school. Moreover, we thought the school shall have flexible policy for it in the other hand.

There is insufficient to provide classroom to study and cooperate.

5. No, I thought. There shall have structure included scientific work plan, which supports in economic under the scope of proper programs to researches who depended doctoral degree in foreign countries as postdoc and graduator who provides by a new job or continue the job.

6. - It has not yet been mechanisms. It accesses to National Council for Accreditation under domestic Ministry of Education, Culture and Science. It almost no in case take into consideration of accreditation approved and discussed the program by Subcommittee for Program.

- Use versions of regulations, procedures and standards of the highly developed countries in abroad particularly not only internal evaluation also most important one is external evaluation for meeting with own country's requirements and characteristics. Internal quality evaluated in 2016 and 2012. Therefore, it's planning to 2020.

- No. It's significant to organize online training but uncertain how it influences into the educational quality. Because there is no any ways to give assignment for students in advanced level of the rural area, they have more difficult problem to learn for leaving from home, job and live a semester period /or long-term more than it/ in the urban area to fulfill department's hours. Considering this, there is needed to find a solution for this problem.

7. Good practice examples.

- We organized internal quality review process in 2012 and 2016. We are planning our next

internal quality review in 2020.

In case of Otgontenger Unviersity

Yes, Cycle 3 program's special licence has high requirement for university in Mongolia. OU, is private university was founded in 1991, get the special licence under the requirements. Also OU run the educational operation in accordance with common requirements of graduate study.

2. What are the objectives of your Cycles 3 programs? What are their positioning in the university's strategies?

Cycle 3 program of OU aims to give recent scientific doctoral and theoretical education to students, prepare a researcher who is able to do research work and develop project as well as meets social and scientific demands and needs, improve the university's academic and research part, and produce a skilled and qualified researcher. Those aims and content are included fully in Otgontenger University 2020 development strategic plan.

3. How is Cycle 3 Program articulated with ... :

- with Master Programs of your university?

No. Although requirement for master program is developed separately, topics, integrity of content, and frameworks are stored traditionally.

- with research strategiestrategies and activities

Yes. OU operates the doctoral study based on a prior experience of Master degree program in specific time. Doctoral Program is approved and followed at each time in accordance with the Otgontenger University 2020 development strategic plan.

4. Describe how Cycle 3 is organized (from recruitment to Degree awarding)

- Enrolment – register the recruits, take test from recruits, issue an order for recruits,
- Training – general knowledge courses including research methods, research methods in social and law field, to possess a methodology of writing thesis, foreign language,
- Training – Component of common professional courses
- Training – Specialized courses
- To plan the research work in according to the graphic
- To bring up for discussion about the research work at seminars, national and international level conferences and seminars, and to publish the articles on professional journal
- To finalize the thesis, to give professors for editing and review, and to propound the dissertation in related department and team of professors,
- To take a preliminary defense and final defense respectively for defend the thesis.

In your Cycle 3 programs :

- do you meet any difficulty to recruit students ?students?

It is common that recruits have not enough theoretical and methodological knowledge as well as clear idea about scientific research methods. In addition, tuition fee becomes the real difficulty for someone.

- do you meet any difficulty to recruit and motivate professors with accurate competencies?

The main difficulty to recruit and motivate professors with accurate competencies is financial issue. University faces the difficulty when school increase the salary for high academic degree professors; invite the high-qualified professor from domestic or foreign university for the cycle 3 program.

- explain any other difficulties or challenges you do meet

There are number of side difficulties such as improving the learning environment, establishing the academic library, enriching the book resources with domestic and foreign

academic magazines, and establishing the post-training unit. There is need to change a tendency of doubt and backwardness on name of “Private University”.

5. Is there any follow up system of the PHD graduates?

Ph.D. alumni participated as a part of OU Alumni Association. Also, they are invited as a teacher for teaching in master and doctoral course, involved in research work and projects, and joined on creature etc.

6. Can you explain if there are any mechanisms (internal or external) to guarantee quality assurance of Cycle 3 programs?

OU has internal monitoring and evaluation office, which works on monitoring and analysis of cycle 3 programs. Within the external quality assurance, ACCMON is able to do external quality assurance on this matter.

3.3 For PhD Students

IN CASE OF NUM

PHD STUDENTS OF BIOLOGY

Respondent 1

1. I entered this program because I have no chance to enter PhD program of foreign countries.
2. We have not enough information.
3. Yes
4. I expected that my knowledge level will be increased but in reality it was not. But my experience is increased.
5. It's better to improve quality of courses. Research Designing Methodology is most important topic for me. But unfortunately I couldn't have a chance to improve my knowledge and skills in this direction. It is better to reduce number of too many courses and increase the quality of courses.

Respondent 2

1. I have a family and children. So it is convenient to study in my home country. On the other hand my language level is not good enough to study in foreign country.
2. Yes
3. Yes
4. If I complete my PhD successfully, I would have more promotion in my job place. And there would be more opportunities for research and increase of my salary.
5. To improve quality of courses and resources for researchers.

Respondent 3

1. I didn't want to separate from my family and also there were financial reasons. Study abroad costs high for us.
2. It is not clear in some cases. But the in accordance with new program and reform policy things such as information flow, contents and course related other issues are getting more clear and better.
- 3.
4. My research capacity will increase and my reputation will increase and acknowledge in the society.
5. Regulations, procedures and services related with registrar and academic affairs office need to be clear. Flexible policy on tuition fees is needed. Now it is difficult to get research papers and academic textbook in the library. So it is better to increase accessibility to research journals.

Respondent 4

1. I'm working in a tourism sector of Mongolia and I think that scientific methodology and attitude is very crucial if someone wants to be successful in this field. So I decided study in PhD courses in biology. Nowadays scientific approach and knowledge in tourism is lacking. Specially, the scientific knowledge of wild animals and birds lacking in special interest tourism sector.
2. Study and research environment, use of internet and many other issues are becoming much better than we were studying and undergraduate and master degree courses.

3. Yes. Professors are giving me lecture materials and some other study and research materials in Russian and English so it is more convenient to study. Moreover since we have more opportunities to find information on internet, the learner can succeed if he/she try his/her best.
4. My PhD thesis research theme is “Planning a recreational tourism in national parks”. I expect that in the result this research thesis there will be more clear vision on policy of protection of biological substances in national parks and how to make coherence it with recreational tourism. I hope this will benefit positively to the future principles, policy and regulations on Mongolian tourism sector.
5. I’m just starting my PhD degree study. So I have no idea.

Respondent 5

1. There are no language barriers if I study in Mongolia. I can have some job while study.
2. Not answered
3. No
4. Increased salary
5. Currently there is less chance of scholarships for PhD students. So it would be good if there were increased chances of scholarships.

PHD STUDENTS OF PSYCHOLOGY

Respondant 1

1. I was able to improve my knowledge not away from my family and friends.
2. Yes
3. I get 100% satisfying information from my supervisor.
4. I want to allowed and received in any other country.
5. I think it is needed to underline the difference between master and PhD program.

Respondant 2

1. The cost of study was taught in other country.
2. Yes, it was clear and transparent.
3. Sometimes, there are certain things to ask from scientific staffs.
4. I wish I become recognized specialist and graduate degree lecturer.
5. Discount for PhD students, support for research works and wide selection of study topics.

Respondant 3

1. I want to continue my study in phsycology
2. Yes
3. Yes
4. I want to enter to PostDoctor program in other countries.
5. Not answered

Respondant 4

1. I entered this program within my personal reason.
2. Yes.
3. I think I have enough support and advice.
4. To make specialized and high-level research, work productively and contribute to the development of the sector.
5. Providing laboratory, material base and equipment for research.

In case of Otgontenger Unviersity

1. What were the rationales for you to start a Phd in your country?
 - ✓ To upgrade the knowledge and education level
 - ✓ To refine the research work
 - ✓ To analyze on operation perspective based on research work
 - ✓ To develop strategy and framework the futuristic operation
 - ✓ To devote his/her own voice, experience, ideas, and others to find a way for facing problems in his/her field through his/her leadership
 - ✓ Education was chosen due to student holds high position in secondary school
 - ✓ Studying in abroad costs much more and spends time more
 - ✓ It was chosen due to meet the law requirement that university lecturer should have earned master or higher degree.

2. Is the information related to PhD programs :
 - clear
 - easily accessible
 - transparent
 - ✓ Yes. It was clear, transparent, and easily accessible. (Education Ph.D. student)
 - ✓ Some parts were clear but it was not transparent and easily accessible. (Law Ph.D. student)
3. Do you feel you have enough support from your professors? from the academic staff ?
 I have received a theoretical knowledge and research methods from professors who taught doctoral courses. Currently, I am working on my research work with professors advises and supports about research methodology. (S.46)
 I do not get enough support from professors. There are two main reasons.
 - First reason is my workload and busy schedule
 - Second reason is that there is lack of consultancy activities. (It is important that to give an information and advice on that particular research topic, theory, and methods and theses' consideration of researchers, practical importance at international level. Also there is need to enrich recent international books and materials for library resource) (B.36)
4. What are your expectations after your PhD?
 - ✓ Expectations after my Ph.D. are to grow my career, to be acceptable in the public, and to receive proposal to collaborate on joint project and program from society, individuals, and enterprises. (S.46)
 - ✓ Currently, there are 28900 teachers are working in secondary schools. Only 23 of them have gained Ph.D. degree. It means that secondary education sector follows the theory and perspectives of outside or different field's researcher due to we do not have researcher in our field. This sector has high need of researcher who works in and knows well about the features, benefits, and drawbacks personally. The I had an interest to complete the doctoral degree and I hope it will allow me to step up. (M.42)
 - ✓ I want to contribute to renew the acts, which are being deadlock, have ambiguous solution, and legal backwardness. (B.36)
5. What would you suggest to improve Doctorate studies in your university/country?
 - ✓ To organize regularly the theoretical and practical conferences jointly other universities /it can be like sector council's meeting/
 - ✓ To make that Ph.D. courses are taught by lecturers who work in particular university.
 - ✓ To exchange the experience with similar doctoral programs of neighbour countries, discriminate, and exchange students.
 - ✓ To make doctoral program more clear, transparent, and more accessible, to create simple requirements of scholarship for research work of Ph.D. students and implement
 - ✓ To have clear and easy prior step for dissertation defense preparation
 - ✓ To refine the Defense Committee operation
 - ✓ To give wide range of information about how to write theoretical part of research, how developed theoretical and research part in particular field at the international level, and how we adapt it to Mongolia etc. (there is need of more information related with their topic)

3.4 For the socio-economic world

IN CASE OF NUM

Respondent 1

1. Yes, we need PhD alumnis in some fields such as Sociology, Health and Social security areas.
 2. Yes, they provide our needs.
 3. Yes, we are related to D programme and want to participate to it.
 4. Studying individual human development and research methods is likely positive.
- Weaknesses: The flexibility of the program is not enough affordable. There are a lot of content less important and so many credits. Programs are needed to be integrated.

Respondent 2

1. Yes, Regional economy and Trade.
2. Not enough in economic and trade fields.
3. I want to actively participate in the training and research activities on social, economic and regional development issues.
4. PhD lecturers can implement any activities on the real life said, problems any activity on the real life.

Weaknesses: While graduate students are "slaves" of sciences, I think, there will be capabilities for sciences and researches. Current PhD programs are not incompatible for it and it causes of the distortion of training and education. This is creating adverse conditions.

IN CASE OF OTGONTENGER UNIVERSITY

1. Is there a need for PhD graduates in your socio economic sector? (precise which sector)
 - ✓ In my field, there is certain need of specialist with Ph.D. degree. Because it is important to contribute to legal science and to be accepted in the society, university, and lecturers at the national and international level. (Justice sector's employer)
 - ✓ Today, early childhood education sector is developing intensively, considered the center of public attention, and also government paying more attention on the quality, impact, and benefits of early childhood education. Therefore, there is more advantageous for continues work, research works, and position availability. Graduates of doctoral program are able to use their thesis to make theoretical ground could affect the further development national policies and legal documents. It has significant effectiveness and it seems to increase even further. The result of study are able to introduce life, industry, and service and improve relations with it. (Education sector's employer)
2. Are the PhD graduated well adapted to your needs?
Yes.
3. Are you associated to Cycle 3 programs? Would you like to be more involved in the training/research activities?
Each year, we work together on curricula update. Also, We participate more in the areas of research, project, and scholarly activities in early childhood education program. We have an interest to participate more on this, but sometimes it depends on my time schedule. (Education)
We work as element of doctoral study, research, training projects, programs, and working group, so we like to participate more actively in research activities. (Law)
4. Precise the positive and negative aspects of Cycle 3, from your perspective

Positive aspects:

- ✓ Involving in the program is open
- ✓ Latest theory, technical information, and innovative techniques are created in research work
- ✓ Researchers' work skill and language knowledge are improved fully
- ✓ Information technology opportunity and database are expanded
- ✓ It is interesting to continue the research work once researcher started his/her thesis and got the main knowledge about it
- ✓ specific objective gives an energy to work
- ✓ it allows to specialize in the particular research field
- ✓ It is effective that researcher analyse the data and obtain the necessary information
- ✓ It is positive for us if program lecturer has experience in the area.

Negative aspects:

- ✓ Program level need to meet the international standard and requirements.
- ✓ During the program delivery, there is lack of opportunity to work with director.
- ✓ Some lecturers of the program theorize too much, even sometimes lecturers teach the subject that they do not know.
- ✓ There is little availability to choose the program
- ✓ Curricula content were taught without any change and lecturer provides out-of-date knowledge
- ✓ Depending on number of faculty, one lecturer teaches many classes and it seems ineffective

- ✓ There is need to concern more detailed on program hours
- ✓ Reading the must read books of the program, it seems that lecturers listed books which are rare or they have. It makes more difficult to find and read those books.
- ✓ Students choose the topics, which are non-beneficial and far from production and consumption
- ✓ Researcher treats casually and non-actively on the research result and suggestion is used and implemented in the certain area

4. Chapter 4 – Good practice examples (2-4 pp)

While 18% of total HEIs were universities in 2013, 32% or 31 of total HEIs moved up to the status of university in 2017. Specially, 3 universities were opened in new and 11 HEIs extended to the university.

While a number of doctoral students was 2599 (0.02% of total students) in 2013, this statistics increased to 3849 (0.03% of total students) in 2017.

- **Structural and organizational reforms**

Within the reform policy that initiated in the higher education sector starting 2012, most of HEIs formulated the missions to transform from the teaching – based university to research – based university in their strategic plans and are upgrading their policies for graduate and postgraduate courses in connection with the development policy of labor market and socio-economic strategies. In 2014, National University of Mongolia, Mongolian University of Science & Technology and Mongolian University of Life Sciences founded graduate schools as independent and affiliated branch school. These graduate schools are creating preliminary conditions for providing sufficient structure and organizations for enhancing the quality of graduate courses, encouraging partnership between HEIs and industry, supporting growth the number of doctoral students.

- **Upgrading the programs**

In accordance with the “General procedure for conducting the Master and PhD degree programs” approved by the A/370 Order of the Minister of Education and Science in 2014, all of universities have been updating the PhD degree programs according to national and international perspectives during 2 – 3 years.

For instance: the National University of Medical Science upgraded 256 modules and respective curriculums and is realizing when it developed 8 doctoral programs in 2016. Establishments of core laboratory of the National University of Medical Science, Uujin med and pharmaceutical factory is effecting improvements and achievement arisen in the research and scientific works of the university.

- **Quality assurance**

The Mongolian National Council for Education Accreditation has been carrying out the program accreditation since 2004. All kinds of academic programs are accredited according to generic criteria for program accreditation on voluntary basis. There are no specific accreditation criteria for doctoral program. In addition, there are supplementary supports and allowances for the doctoral degree programs if accredited.

The PhD program on “Business Administration” offered by the School of Business Administration & Humanities was accredited by the Mongolian National Council for Education Accreditation in 2014 and all of other programs were accredited by the ACBSP in 2012.

In recent years, HEIs are striving to foster the internal quality assurance mechanisms and improving the academic programs.

In case of Otgontenger Unviersity

Internal Quality Assurance Office of OU works to compose the quality management framework of internal activities and pay attention on forming the quality ethic in accordance with following strategies:

- University need to develop and implement the strategy to improve quality continuously. If it is considered to be provided with participation of students and other parts, then the participation of students, lecturer, staffs, authorities, employers, and alumni should be provided and increased.
- To use the key method of international standard named PDCA /Plan-Do-Check-Act/ cycle for all training activities.

Internal Quality Assurance Office of OU takes the sociology and satisfaction survey in each year for

improving the educational operation quality and service.

1. Satisfaction survey about school activity has 8 set includes 42 questions. Includes:
 1. Educational operation
 2. Lecturer's operation
 3. Academic Affairs operation
 4. Learning environment
 5. Technical equipment in training
 6. School cafeteria service
 7. Operation of other units
 8. Student's honesty to the school
2. Sociology survey about lecturers' skill and course delivery has 18 questions.

Student's center and representative of students organize themselves to define the level of school service quality and work on evaluation are the advantage.

QA Office is aiming to change and improve the educational operation quality based on students' evaluation, determine the possible consequences to make a plan to implement, and is monitoring the implementation procedure.

Suggestion box is run regularly in order to receive feedback about school service from students.

Quality Management framework in university is structured as an individual unit and operation is included in authority staff to monitor, evaluate, and control each unit. Includes:

Monitoring on curricula and educational quality management¹

- Academic Affair and head of departments are responsible to control and provide the normal condition for university educational operation
- Academic Affair controls the performance of annual plan, schedule, curricula is run under the program, and daily operation is run in accordance with standard. If there is any violation, it should be corrected.
- Academic Affair is responsible to monitor the lecturers' working-hour usage, code of ethics, daily records of students, and document implementation.
- Managers of Academic Affair and class tutors are responsible for students' academic process and attendance.

Monitoring on departments

- At the beginning of the academic year, every lecturer develops the annual plan to get a approval from head of department. At the end of the semester, head of the relevant department evaluates and assess the implementation of lecturer's plan.
- Each department develops the annual working plan based on lecturers' annual working plan.

Monitoring on branch schools

- Branch schools develop their annual plan based on their departments' annual working plan and development plan as well as they do the assessment and evaluation on the implementation on performance of department.

Monitoring on financial activities

- Finance office is responsible for monitoring on budget planning, expenditure, and compounding revenue.
- Finance office is responsible for monitoring on school and its property usage, protection, and safety condition.
- Human Resource Manager is responsible for monitoring on whether teachers' and staffs' social insurance book and health insurance book are filled properly.

Each branch and unit of OU are monitoring, evaluating, and improving their own operation.

- collaboration between HEIs

OU co-operates with universities in the similar field.

- collaboration between HEIs and the QA authority

ACCMON, MECSS

- use of specific international or European Guidelines

In 2012, OU certified as a candidate by American Business University and Program Accreditation Board /ACBSP. Today OU is aiming to be accredited the bachelor degree program by that

¹ Regulation of OU Internal monitoring and evaluation

HCERES

organization. Experts are coming on May 08 – 12 in Ougontenger University.
MECSS assessed the current situation of Ougontenger University by the technique of Quacquarelli Symonds (QS*) and “Ranking model for higher educational institutions” which is created on March 2016.