

Exploration and Practice of Developing a Teaching Evaluation System for Second-level College in Private Universities

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Abstract: The evaluation of the second-level school of Xi 'an Eurasia University is an important mean for quality assurance. The Teaching Evaluation System adheres to the advanced education ideas of "students-centered", "learning results-oriented", and "continuous improvement ". After four years of research and three rounds of practice, the system has solved the prominent problems of self-evaluation in colleges and universities to a certain extent, had a great influence in the province, and made an outstanding contribution to the quality improvement of personnel training. The system includes three parts: evaluation index, evaluation system and data system. The index system covers organizational evaluation and professional evaluation; the evaluation system contains the evaluation mechanism of the committee of college evaluation, the development of the expert database and the basic operation norms; the data system contains all the data generated from the teaching process, which provides supports for self-evaluation.

In the stage of popularization of higher education, the quality of talents training is one of the most concerned issues in the country and colleges. In order to improve the quality of talents training, the state has made a lot of efforts in making policies, the state has issued the Implementation Measures for the Assessment of the Qualification of Undergraduate Teaching in General Higher Education Academies and the Program for the Review and Evaluation of Undergraduate Teaching in General Higher Education, to carry out the evaluation of academies and to promote the improvement of the internal quality assurance system of colleges and universities. However, the experience has showed that external factors such as the input of educational resources, external accountability and evaluation can not necessarily improve the quality of education, the promotion of internal teaching quality within higher education is the fundamental way to solve the problem ^[1].

1. The problems of self-evaluation in colleges and universities

First, the evaluation object is more limited. Presently, the internal evaluation of application-oriented undergraduate colleges and universities is mostly limited to individual performance evaluation, curriculum evaluation, teachers' teaching quality evaluation, etc., ignoring the integrity of second-level college. As the main body of the university, the second-level college is

the main responsible part for the quality of talents training, and the university needs a system to grasp the quality of the second-level college as a whole.

Second, the evaluation standard "one size fits all" fails to reflect the characteristics of the application. In the internal evaluation, most colleges and universities will unconsciously cater to the government's evaluation of the school standards and quantitative indicators, such as a simple reference to undergraduate teaching qualification evaluation standards, undergraduate teaching work evaluation and other requirements, without taking into account the characteristics of application-oriented colleges and universities. At the same time, the evaluation of second-level college often uses the same set of indicator system, it is not feasible to adopt the same standards to measure different characteristics of second-level college.

Third, the evaluation system is not adequate, the evaluation process lacks systematic design, the evaluation work also lacks standard procedures, and is too arbitrary. Most colleges and universities did not form a strict operating mechanism in conducting internal evaluation system. It is difficult to ensure the authority, professionalism and rationality during the process of evaluation.

Fourth, the evaluation lacks data support. The means of evaluation did not keep pace with the times, did not pay attention to the continuous collection and analysis of daily teaching data, did not play the value of the data, and not be able to do the real-time monitoring of teaching quality.

Fifth, the results of the evaluation were underutilized. After the evaluation, the effects of experts' evaluation opinions are not highly expected, failed to evoke attention of second-level college, the feedback and continuous tracking mechanism in rectification work is insufficient, and the rectification effect is not good.

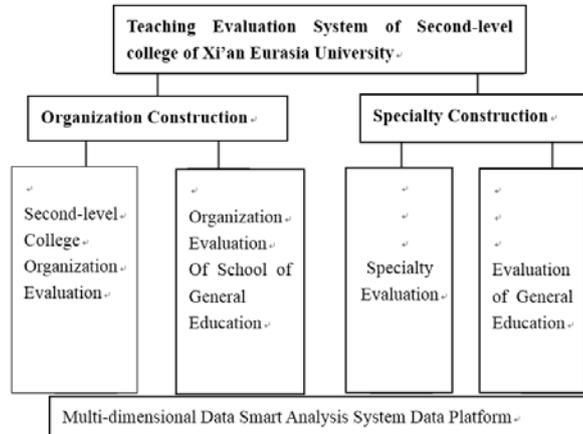
Consequently, since 2011, on the basis of well performance in various specific evaluations, Xi'an Eurasia University is exploring evaluation mechanism for the whole second-level college, which is targeting to solve the above teaching problems.

2. The Evaluation System of Second-level College of Xi'an Eurasia University

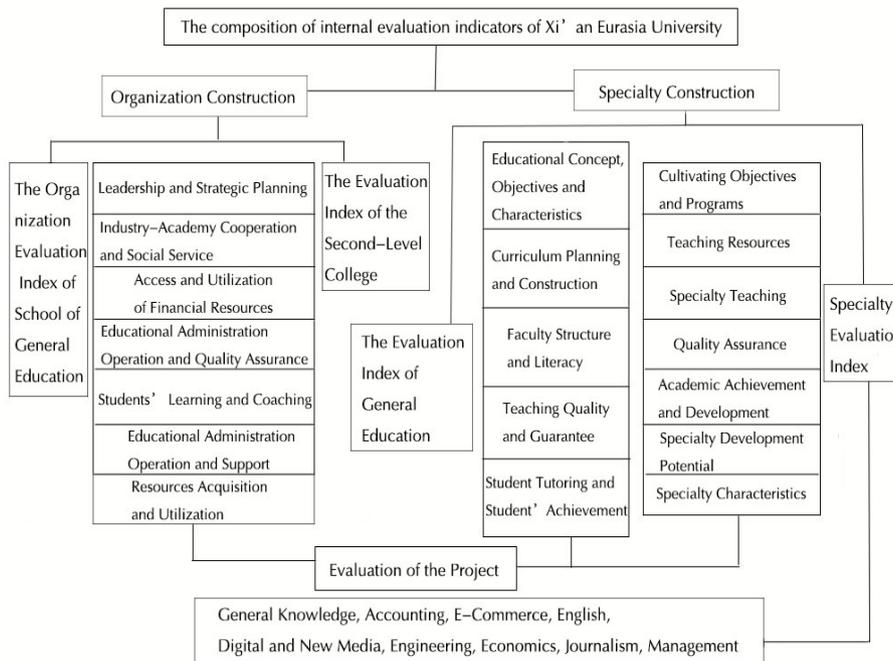
2.1 Classified design on the teaching evaluation indicators of second-level college, highlighting the application-oriented characteristics.

Based on the self-driven spirit, Xi'an Eurasia University is improving its quality of teaching. According to the quality strategy, Eurasia University adheres to the evaluation requirements of the Ministry of Education, investigates the evaluation system of Taiwan technical and vocational colleges which are categorized as the application-oriented ones, refers to the international certification evaluation norms of the Washington Agreement, and the evaluation system of Taiwan's general education, etc. To explore the possible establishment with international certification, and based on the database, Xi'an Eurasia University is developing the evaluation system of the second-level college with applied characteristics.

The design idea of the indicator system, in another word, the index construction map as shown in Figures 1 and 2:



Figures 1The Design Idea of the Index System



Figures 2The Composition of the Indicator System

2.2 To establish and improve the evaluation and operation mechanism of second-level college to ensure the orderly conduct of evaluation system

2.2.1 Hiring high-level experts and improving the organizational mechanism

In order to ensure the professionalism and smooth operation of the evaluation of the second-level college, Eurasia University has set up a school-level evaluation committee, the committee dean is composed of high-level experts outside the school, the members cover the school-level directors, the second-level college directors, teacher and student representatives. The Committee has an office responsible for the specific implementation of the evaluation process. At the same time, under the leadership of the Evaluation Committee, the construction of the experts is aiming to ensure the professionalism and authority of evaluation, and the members of think tank are including domestic

well-known professional experts, evaluation experts and industry experts.

2.2.2 Supporting system process to ensure the orderly implementation of evaluation work

In order to ensure the effective implementation of the internal evaluation work, scientific operation, customized supporting system construction, Xi'an Eurasia University has compiled "Xi'an Eurasia University Evaluation Committee Charter," "The Internal Evaluation Experts Construction and Management Measures", "The Second-level College Evaluation Project Group Management Measures", "The Second-level College Evaluation Work Management Norms", "The Internal Evaluation Work Guide Manual" and a series of rules and regulations and operating manuals, such as "The Second-level College Evaluation Implementation Manual" and "The Second-level College Evaluation Expert Manual". In addition, the evaluation process is combed, key actions are identified, and standardized processes such as the submission and review of the second-level college self-assessment report, the organization of the school evaluation committee, and the evaluation coordination committee of the second-level college are formulated.

2.2.3 Building data systems and exploring the monitoring and evaluation

Monitoring and Evaluation "is a procedure which uses modern information technology to do continuous information collection and in-depth analysis, and renders higher education state visually in order to provide an objective basis value judgments for the plural subject and scientific decisions".^[2] As the pilot unit of national reform of informatization, Xi'an Eurasia University attaches great importance to using data to establish intelligent systems of multidimensional data analysis and exploring the monitoring and evaluation. The system will integrate the internal data system in school in an effective way, such as learning system, HR system and educational administrative system and normally collect basic data generated by the teaching process. Furthermore, using data accumulation to compare and analyze the historic and current data of second-level college and similar data among colleges and majors, thus not only to help experts master the status quo and development of the second-level college and majors, but also to provide a basis for the school allocation of funds budget, professional construction investment, determination of the number of students and other decision-making.

2.2.4 Adhering to PDCA and continuously improving the quality of education and teaching

The internal evaluation work of the second-level college upholds the principle of "continuous improvement" and achieves continuous improvement of quality through periodic inspection and rectification. First, After the evaluation is completed, reviewing the process in time. Within two weeks after each expert leaves school, submitting a personal evaluation report to the group leader who will summarize and form the report from expert group. Also, the second-level college combs the expert recommendations in time and combines the development status quo to put forward the improvement plan which will finally be submitted to the review meeting for consideration. Second, including expert recommendations in the performance plan. The second-level college incorporates the reviewed improvement measures into its work performance plan for the coming year and the school performance committee reviews the performance completion at the end of the year, and issues the department's performance bonus. Third, functional departments should match resources and policies and provide appropriate funding, personnel and policy support under the second-level college improvement program. Fourth, submitting a quality improvement report. During the 4 academic years after the experts' field evaluation, the second-level college submits a quality improvement report to the school evaluation committee each academic year, and the school tracks and monitors its improvement. Fifth, after five years of experts' field evaluation, the school once

again hire experts who will work in the second-level college to comprehensively evaluate the quality of its education and teaching.

Xi'an Eurasia University has conducted internal evaluation in seven second-level college through three rounds of practice. A total of 28 experts were hired to conduct evaluations at the second-level college. In accordance with the requirements of the "Expert Manual", experts need to use a variety of evaluation techniques, such as interviews, lectures, study visits, data review, problem diagnosis, etc., to conduct a comprehensive inspection of the second-level college, and put forward constructive improvement suggestions.

3. Enlightenment from the evaluation of the second-level college of Xi'an Eurasia University

3.1 Fully mobilizing the enthusiasm of the second-level college

The second-level college is the management organization form of the management echelon between school level and the department level which is set up in the reform of management of our country's colleges and universities in recent years. It is also the main undertaker and responsible person of the school teaching management,^[3] The evaluation of the second-level college of Xi'an Eurasia University focuses on organizational construction and professional construction, the ultimate goal is to establish a set of effective normal teaching quality monitoring mechanism, so that responsibility, power and benefits can be combined to improve management efficiency. At the same time, the evaluation results are linked to the key work of the second-level school in the coming year. For the opinions and suggestions given by experts, after combing, the second-level college should selectively include it in the next year's key work according to the actual development of the college and receive the corresponding resources support.

3.2 Implementing the concept of "student-centered" running a school

When the evaluation index of the second-level college is designed, the second-level college should pay full attention to the growth and development of students according to the school quality strategy. In the evaluation process, it should also pay attention to the participation of students and involve students' representatives in the school evaluation committee. In the design of indicators, all activities are related to students, promoting the second-level college transform from the teacher's "teaching" to how students can effectively "learn", emphasizing the evaluation of students' learning results and attaching importance to the monitoring of the teaching process.

3.3 Promoting the development of second-level college and improving the quality of personnel training

Through the evaluation of the second-level college, it can not only promote the second-level college to find problems in the process of self-evaluation and adjust it in time to let evaluation promotes construction. What's more, through experts' visits to the second-level college, it can help the college to find its own blind spots, and make constructive suggestions based on the expert's personal experience. After rectification, only in 2017 the second-level college introduced a total of 23 teachers, of whom 5 possessed senior titles. The rate of teachers who participate in training increased by 5.6% and teachers' achievement increased by 28, also, 8 new laboratories were set up and capital investment increased by 4.2859 million yuan as well as the production and research project income increased by 2.968 million yuan. What's more, the rate of students winning at or above the provincial level increased by 26% and the employment rate increased by 13.5%. Apart from that, the employment satisfaction degree increased by 14% and the graduation rate increased

by 1.8%.

3.4 Reducing the pressure on external school evaluation

The evaluation process of the second-level college of Xi'an Eurasia University is divided into three steps: First, the hiring of experts. The school selects experts from high-level college and industry nationwide according to the characteristics of participating second-level college. Experts understand metrics and work content in advance, checking and approving the self-assessment report of second-level college, completing the feedback form before entering the school. Second, the experts' inspection in school. After entering the school, the experts carry out teaching conditions inspection, examination paper inspection, listening to class, graduation thesis / design inspection, interview talks and other actions to learn more about the specific situation of the second-level college and to help the second-level college to find problems, putting forward suggestions for improvement. Third, the experts submit the evaluation report. Within one week of the end of the evaluation, the evaluation experts submit the evaluation report in the form of a working group for reference by the second-level schools participated in the process, which enters the rectification period. This evaluation procedure is similar to the evaluation procedure of colleges and universities organized by the evaluation center of the Ministry of Education. When the evaluation process is coming, the teachers and students are no longer unfamiliar with the evaluation process. At the same time, the whole school education and teaching operate in accordance with national evaluation standards and all kinds of information are accumulated in a daily basis, which can be in the best state when facing evaluation.

Nowadays, in the pursuit of the quality of higher education, universities receive more and more evaluation from the government, the community of colleges. In order to obtain the recognition of stakeholders, colleges and universities have to face the pressure of external evaluation. "In order to cope with and defuse this pressure from all walks of life, universities will naturally pass this pressure on the grass-roots faculties, then the university's assessment of faculties will be more and more."^[4] "The faculty is the basic unit and the grass-root unit of teaching, scientific research and social service in higher education, and it is the party that really determines the quality and level of teaching, scientific research and social service, and without the first-class faculty, there is no first-class university."^[4] At the same time, in view of the results achieved by Xi'an Eurasia University in carrying out the evaluation of second-level college, it is suggested that universities should carry out the evaluation of second-level college and improve the quality of education and teaching.

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